

LEADER'S HANDBOOK



III CORPS
INSPECTOR GENERAL
III Corps and Fort Hood
Pamphlet 600-4
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Inspector General
LEADER'S HANDBOOK

History. This supersedes III Corps and Fort Hood Pamphlet 600-4, dated 15 September 1998.

Summary. This guide assists leaders in properly executing their duties.

Applicability. This handbook is for use by all leaders assigned to Fort Hood and the III Armored Corps.

Changes. Changes to this publication are not official unless authenticated by the Directorate of Information Management.

Supplementation. The proponent of this pamphlet is the Inspector General (IG). Send comments and suggested changes to Commander, III Corps and Fort Hood, ATTN: AFZF-IG, Fort Hood, Texas 76544-5003.

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Section I.

General Information

1. Purpose: This handbook: assists leaders and commanders in properly executing their responsibilities according to DA policy, and provides leaders with information on a variety of topics commonly surfaced to the Inspector General (IG).

2. References. Section III publishes a complete list of references for topics in this handbook.

3. Scope. This handbook is for use by all leaders assigned to Fort Hood and the III Armored Corps.

4. Abbreviations and terms. The glossary lists abbreviations and terms used in this handbook.

5. General.

a. The information in the appendices includes references, highlights of DA policy, and where to go for more assistance. Appendices also include Commander responsibilities.

b. When using this guide, please keep in mind that it does not replace DA policy. As of the publication date, the information in this guide was current. However, regulations are subject to change. Before taking any final action, commanders should refer to the appropriate regulation.

c. Some appendices are mentioned in another appendix (i.e., Gifts to Superiors) but have been expanded for better clarification. The expanded appendices provide needed detail that benefits leaders.

d. Unless otherwise stated, the use of masculine gender includes both male and female.

6. User comments. Provide comments or suggested improvements on this handbook to the III Corps IG. The IG is interested in finding out if any part of this handbook is outdated, difficult to use, or if any topic was excluded from the handbook. This publication is available on Phantom Clerk at <http://pclerk-rsite>.

Section II. Information Appendices

Appendix B Roles and duties of the Inspector General (IG)

1. Reference. AR 20-1, Inspector General Activities and Procedures.
2. Department of the Army policy.

a. The Army Inspector General (IG) is an extension of the eyes, ears, voice, and conscience of the commander. With historical links dating to the Revolutionary War, the IG serves as a personal staff officer who provides the commander with a sounding board for sensitive issues, and is typically a trusted agent throughout the command. The IG is an honest broker and a consummate fact finder whose primary tools include teaching, training, inspecting, assisting, and investigating. IGs are never "off the record." Hallmarks of IG responsibilities are maintaining the confidence of members of the command, impartiality towards issues being examined and the confidentiality of issues for all parties.

b. IGs are a means whereby the commander checks and instills discipline, ethics, and standards. IGs enable the commander to get a quick response for command related interests. Additionally, IGs are assigned short notice requirements necessary for the unit's successful mission accomplishment.

c. In wartime, as in peacetime, the IG's role is defined largely by the leadership style of the individual commander.

(1) The assistance function is a significant positive motivator to the soldier and is maintained throughout all phases of war.

(2) Small inspection teams inspect units and operations without elaborate outbriefs or formal reports. The assessment focus continues to be on identifying systemic areas, bringing them to the attention of the commander, and fixing them as quickly as possible. It focuses on solutions rather than identifying the "guilty parties."

(3) IG training can assist units who have experienced a loss of expertise through the influx of new units and personnel, commanders unfamiliar with the operations, and inadequately staffed installations and organizations. The technical training capability of the IG can be a significant resource in wartime and peacetime.

(4) If previous history is any indicator, IG business will not slow down once the war is over. The nature, techniques, and IG procedures will continue as before, but the focus will change. Issues will now be those involving redeployment, transfer, and

disposition of equipment, ammunition turn-in, safety considerations, site turnovers, and personnel separation are just a few to mention.

d. Because of the IG's responsibility to provide eyes and ears to the commander, soldiers have the absolute right to visit the IG. In fact, AR 20-1 (Inspector General Activities and Procedures) provides for a punitive prohibition on restricting lawful communication with an IG, Member of Congress (MC), or a member of an audit, inspection, investigation, or law enforcement organization within the DOD. Encourage use of the chain of command, but if a soldier desires to communicate with an IG, let the soldier do so on duty time. The IG, by the nature of the job, will attempt to get all sides of the issue. Don't be defensive; IGs are fact finders. IGs are prohibited by regulation from recommending punishment. They provide the facts to the commander. After an issue is investigated, the appropriate commander will receive an outbrief on the IG's findings. The commander may then decide to initiate an AR 15-6 investigation or Commander's Inquiry to look further into the matter. The results of IG investigations normally cannot be used as part of further investigations or as a basis for adverse actions without TIG approval.

3. General Information.

a. What is a "Commander's Inquiry?" A commander may conduct, or require an impartial member of their command, to conduct an informal investigation within the command to find the facts about an issue or situation. The procedure may be as formal or informal as the commander thinks appropriate, to include any means from sworn statements to telephone or personal discussions. The provisions of AR 15-6 do not normally apply to inquiries of this nature. However, the commander may determine that the provisions of AR 15-6 apply in specific instances. The primary purpose of the commander's inquiry is to provide a greater degree of command involvement in preventing obvious injustices to members of the command and correcting errors before they become matters of permanent record.

b. A person who asks the IG for help, makes a complaint, gives evidence, contacts or assists an IG during an inspection or investigation or otherwise interact with an IG, have an assurance of confidentiality for their contact. This assurance includes safeguarding their identity, the nature of their contact with the IG and protection against reprisal. The IG has a duty to protect confidentiality to the maximum extent possible, particularly when it is specifically requested. While the need for confidentiality and the measures necessary to protect it will vary with the circumstances, the IG always gives this issue priority attention. However, the IG may determine a disclosure is unavoidable during the course of an inquiry or investigation and will then inform the person before disclosure. If the person objects to the disclosure, the IG will coordinate with the legal office, U.S. Army IG, before proceeding. Often, when a person seeks assistance from the IG, it is necessary to reveal the person's identity to get the help needed. The IG will inform the person of that necessity. The intent behind this emphasis on confidentiality is to protect the individual's privacy, maintain confidence in the IG system, and minimize the risk of reprisal. It encourages voluntary cooperation and willingness to ask for help

or to present a complaint for resolution. Confidentiality *cannot* be absolutely guaranteed.

c. Within the realm of training, the IG can provide commanders with expertise in a variety of subjects. The IG system should be thought of as a switchboard. If the subject matter expert is not in the IG's office, the IG can refer them to the subject expert within the Corps. Use this wealth of knowledge to assist yourself as a commander.

4. Commander's Responsibilities. Afford every soldier the opportunity to visit the IG should the need arise, without any repercussions.

5. Points of Contact.

a. Servicing IG – 13th Corps Support Command (13th COSCOM), 1st Cavalry Division (1CD), 4th Infantry Division (4ID).

b. Next higher level IG – III Corps and FORSCOM.

Appendix B

Administrative Separations (Chapters)

1. Reference. AR 635-200, Enlisted Personnel.

2. Department of the Army policy.

a. There is substantial investment in training personnel enlisted or inducted into the Army. Commanders will ensure that adequate counseling and rehabilitative measures have been taken before initiating separation actions on soldier for any of the following reasons:

(1) Involuntary separation due to parenthood (Chapter 5).

(2) Personality disorder (Chapter 5).

(3) Entry level status performance and conduct (Chapter 11) – only for Training Installations.

(4) Unsatisfactory performance (Chapter 13).

(5) Minor disciplinary infractions or a pattern of misconduct (Chapter 14).

(6) Other designated physical or mental conditions (Chapter 5).

b. When a soldier's conduct or performance reaches the point where continuation of such conduct or performance would warrant initiation of separation action for any of the reasons in paragraph a, they will be counseled by someone in their chain of command about their deficiencies *at least once* before initiating separation action. Before initiating separation action, there must be evidence that the soldier's deficiencies have continued after the initial formal counseling.

c. Conduct this counseling according to AR 350-21, paragraph 5. The counseling will be comprehensive and include (at least):

(1) Reason for counseling.

(2) That separation action may be initiated if the behavior continues.

(3) The type of discharge that could result from the possible separation action and the effect of each type.

d. Each counseling session required by this paragraph *must* be recorded in writing using a DA Form 4856 (General Counseling Form).

e. At least one of the following rehabilitative measures will be taken prior to the initiation of separation action for any of the reasons listed in paragraph 2.a. (3) through (5):

(1) Reassigned at least once, with at least 2 months of duty in each unit. Reassignment should be between at least battalion-sized units.

(2) Permanent change of station (PCS), provided that:

(a) Soldier is in the grade of Private through Specialist or Corporal, with 2 years or fewer of service.

(b) A transfer to another station would not be detrimental to the soldier or the Army.

f. The separation authority may waive the requirement for a rehabilitation transfer at any time on or before the separation authority approves or disapproves the separation. The waiver must be based on determination that further assigning the soldier for duty would:

(a) Create serious disciplinary problems or a hazard to the mission or to the soldier.

(b) Be inappropriate because the soldier is resisting rehabilitative attempts.

(c) Rehabilitation would not be in the best interest of the Army, as it would not produce a quality soldier.

3. General information.

There are 14 types of Chapters (4 through 18) for separating personnel. Each has its own set of rules and procedures. For example, in separations involving misconduct (Chapter 14) or unsatisfactory performance (Chapter 13) a rehabilitative transfer must be provided unless waived by the separation authority. Some chapter actions require you to use the notification procedure in AR 635-200, Chapter 2. This explains the soldier's rights in the proceedings and is part of the due process procedure. *A commander's failure to administer chapter actions according to regulation can result in the action being overturned on legal review or appeal.*

4. Commander's responsibilities.

a. Become thoroughly familiar with the regulations governing the type of separation action desired.

b. Consult with the servicing staff judge advocate (SJA) and adjutant before initiating any separation action.

c. Ensure reasonable efforts toward rehabilitation have been exhausted before initiating separation proceedings.

d. Ensure adequate counseling has been accomplished in writing.

5. Points of contact.

a. Adjutant or Personnel Sergeant, S-1.

b. SJA.

c. Installation Transition Center.

APPENDIX C

ARMY CAREER ALUMNI PROGRAM (ACAP)

1. References.

- a. National Defense Authorization Act for FY 1991, Public Law 101-510, Sections 501 - 504, and 561
- b. DOD Directive 1332.35.
- c. National Defense Authorization Act for FY 1993, Public Law 102 - 484.
- d. III Corps Command Policy Memorandum, AG 99-05, Command Policy for Army Career and Alumni Program Participation.
- e. DA Pamphlet 635-4, Pre-Separation Guide.
- f. DD Form 2648, Pre-Separation Counseling Checklist.

2. Department of The Army Policy.

a. The Army Career and Alumni Program (ACAP) provides transition assistance to soldiers who are separating from active duty, DoD civilian employees affected by reduction-in-force actions or who are retiring, and their families. Pre-separation counseling includes benefits information, career guidance, job search skills development, job search assistance, and other guidance relevant to a thorough transition.

b. In addition to giving vital direction to one's transition, pre-separation counseling through ACAP is congressionally mandated by Public Law 101-510. This law means that all separating soldiers regardless of rank are required to be counseled and receive the DD Form 2648, Pre-separation Counseling Checklist, at least 90-120 days prior to expiration term of service (ETS). Soldiers cannot clear Fort Hood without this checklist.

c. Beginning the ACAP process in a timely manner is critical to a successful transition. The ideal time to begin the process is 90-120 days prior to out-processing. Soldiers pending a chapter separation are encouraged to contact ACAP upon submission of the chapter packet by their unit. Orders are not required.

d. The ACAP Center should be contacted for information regarding availability and scheduling of services. Table C-1 lists telephone numbers for the ACAP Center. Contact the ACAP Center to schedule a briefing for your unit about eligibility, policies, procedures and services.

e. Refer to the ACAP Center Public Folder for current and detailed information about eligibility, services, scheduling and more. It is on the installation e-mail system;

Fort Hood Public Folders/III Corps/Adjutant General/ACAP. Address for the DA ACAP website is <http://www.acap.army.mil>.

3. Points of contact.

- a. Unit first sergeant.
- b. ACAP Center.
- c. Office of the Adjutant General, Military Personnel Division Chief.

Table C-1. Telephone numbers

Office	Telephone Number
ACAP Center	288-2227 or 288-5627
ACAP Transition Services Manager	288-6735
III Corps BOSS Representative	287-6116 or 287-0270
Social Work Services	288-6474
Family Advocacy Program Manager	288-2943 or 287-8984
Military Police Desk Sergeant	287-2176
Chief, Force Protection Services Division	287-2511
Supervisory Physical Security Specialist	287-1942 , 287-1923, or 287-3535
Inspector General (DOD)	1-800-424-9098

Legend:

BOSS – Better Opportunity for Single Soldiers

Appendix D

Awards (Individual Decorations)

1. References.

- a. AR 600-8-22, Military Awards.
- b. AR 600-8-2, Suspension of Favorable Personnel Actions (Flags).
- c. AR 600-8-104, Individual Military Personnel Records.

2. Department of the Army Policy.

- a. It is the responsibility of any individual having personal knowledge of an act, achievement, or service believed to warrant the award of a decoration, to submit a formal recommendation into military command channels for consideration. A soldier may not recommend himself or herself for an award or decoration.
- b. Each recommendation must be entered administratively into military channels within 2 years of the act, achievement, or service to be honored, except as indicated in AR 600-8-22, paragraph 15.
- c. A medal will not be awarded or presented to any individual whose entire service subsequent to the time of the distinguished act, achievement, or service had not been honorable. (AR 600-8-22, paragraph 1-16a)
- d. Soldiers under suspension of favorable personnel actions (flags) are not eligible to be recommended for, or, receive an award during the period of the suspension. AR 600-8-2, paragraph 1-15, lists exceptions.
- e. AR 600-8-22 details provisions on individual awards.

3. General Information.

- a. Recommendations will be forwarded through command channels to the commander authorized to approve or disapprove the award. Each intermediate commander will recommend approval or disapproval. Specific reasons must be cited whenever disapproval is recommended. Commanders may disapprove the next higher award normally associated with their grade, provided such authority has been delegated in writing.
- b. The award certificates for approved awards will be forwarded for filing in the Official Military Personnel File (OMPF). The DA Form 638 (Recommendation for Award) will be filed in the OMPF only in instances where the original recommendation was disapproved or downgraded.

c. Recommendations for awards must be based on specific achievements.

d. Awards for meritorious achievement or service will not be based upon the grade of the intended recipient. The predominant factor will be the degree to which an individual's achievement or service enhanced the readiness or effectiveness of their organization.

e. An individual is not automatically entitled to an award upon departure from an assignment. Consideration should be given to certificates, coins, or other signs of gratitude when a military award is not appropriate.

f. Pre-conditions for an award may not be established nor will they be used as prizes in contests.

g. Limiting awards to a specific number per unit (quotas) is not authorized.

4. Commander's Responsibilities. Ensure implementation of the provisions of AR 600-8-22.

5. Points of Contact.

a. Adjutant or Personnel Sergeant, S-1.

b. G-1 (Corps, Division, 13th COSCOM).

Appendix E

Bars to Reenlistment (Field Commanders' Bars)

1. References.

- a. AR 601-280, Total Army Retention Program.
- b. AR 635-200, Enlisted Personnel.
- c. AR 600-8-2, Suspension of Favorable Personnel Actions (Flags).

2. Department of the Army Policy.

a. Only soldiers of high moral character, personal competence, and demonstrated adaptability to military requirements will reenlist in the Regular Army. Soldiers should be treated under the "whole person" concept. Soldiers who cannot or do not measure up to standards, but whose separation under proper administrative procedures is not warranted at the present time, will be barred from further service.

b. A bar to reenlistment is not a punitive action. It puts the soldier on notice that he or she is not a candidate for reenlistment. It lets the person know that he or she may be a candidate for separation if the current circumstances that led to the bar to reenlistment are not overcome.

c. Commanders will submit a bar to reenlistment when a fully qualified soldier requests and is denied reenlistment or extension. Commanders should be proactive and bar substandard soldiers before they are reenlistment eligible.

3. General Information.

a. Soldiers may be barred for numerous reasons. AR 601-280, paragraph 8-4d, provides a listing of some reasons to do so, but it is not all-inclusive.

b. "Whole person" concept. See AR 601-280, paragraph 3-7.

c. Waivers. Soldiers who do not qualify for reenlistment, extension, or promotion to Sergeant or Staff Sergeant (SGT/SSG) must submit a request for a waiver. Normally, requests for waivers will be submitted only for meritorious cases. Submission of requests for waivers is detailed in AR 601-280, paragraph 2-26, and Interim Change I01 to AR 601-280.

d. Qualitative Management Program (QMP). AR 601-280, chapter 10, section II, details bars to reenlistment that result from the QMP.

e. Procedures. AR 601-280, paragraph 6-5, and Interim Change I01 to AR 601-280 detail bar to reenlistment procedures and the appeal and removal process.

4. Commander's Responsibilities.

a. Commanders must be alert in allowing soldiers of the following or similar caliber to reenlist:

(1) Untrainable soldiers. (AR 601-280, paragraph 6-4 and applicable interim change).

(2) Unsuitable soldiers. (AR 601-280, paragraph 6-4 and applicable interim change).

(3) Single soldiers and in-service couples with dependent family members. (AR 601-280, paragraph 6-4 and Interim Change to AR 601-280).

b. Commanders will initiate a bar to reenlistment or separation proceedings (per AR 635-200) against soldiers who:

(1) Do not make satisfactory progress after a six-month period on the weight control program and have no underlying medical reason.

(2) Fail two consecutive APFT. A soldier may be barred after a one-time failure.

(3) Removed for cause from an Noncommissioned Officer Education System (NCOES) course.

c. Review bars to reenlistment. Once approved, commanders will review bars at least once every three months after the date of approval and 30 days before the soldier's scheduled departure from the unit or separation from the service (DA Pamphlet 600-8). Recommendations for removal of bars to reenlistment may be submitted in writing, at any time, by the soldier's unit commanders if they feel that the soldier has proven to be worthy of retention in the Army.

(1) Upon review, if the commander feels the bar should remain in effect, they will inform the custodian of the soldier's personnel records. The custodian will enter the remark, "Bar to reenlistment reviewed; not recommended for removal (date)" on the soldier's DA Form 2-1.

(2) Counsel the soldier, using DA Form 4856, and inform them that the bar will remain in effect unless recommended for removal.

(3) Inform the soldier that they may request voluntary separation per AR 635-200, paragraph 16-5. Inform the soldier that separation proceedings will be initiated if the bar is not removed upon completion of the second three-month review.

(4) The soldier should be considered for separation any time the removal of the bar is not recommended. If the soldier does not demonstrate progress, the commander should consider discharge without waiting for the next review to occur.

d. Separation. Unless a recommendation for removal is submitted, commanders will initiate separation action upon completion of the second three-month review period. AR 601-280, paragraph 6-6 and Interim Change to AR 601-280 provide further guidance.

5. Points of Contact.

- a. Adjutant or Personnel Sergeant, S-1.
- b. Unit Legal Specialist.
- c. Unit Retention NCO.

Appendix F

Basic Allowance for Subsistence (BAS/Separate Rations)

1. References.

- a. AR 210-10, Installations and Administration.
- b. DoD Financial Management Regulation (DoDFMR), Volume 7A, Chapter 25.
- c. National Defense Authorization Act for FY98, Section 602.
- d. AR 30-1, Army Food Service Program.

2. Department of the Army Policy.

- a. Government Mess. Government mess facilities available in the geographical area must be used to the fullest extent compatible with economy and efficiency.
- b. The ID Card identifies permanently assigned or attached soldiers and enlisted personnel from other services authorized to subsist without reimbursing the government.
- c. Soldiers are authorized one type of BAS rate. Authorization of BAS cannot cover retroactive periods. However, BAS may be paid from the time an oral authorization is given by the approving authority. The oral approval must be confirmed in writing within 5 working days under normal circumstances, using DA Form 4187 (Personnel Action Form). Soldiers are not authorized BAS when they are furnished meals or issued a meal card.
- d. Effective 1 January 1998, the National Defense Authorization Act (NDAA) for FY98, (BAS Reform) states enlisted members who maintain a meal card will receive a new subsistence allowance called Partial BAS. Partial BAS is based on the difference between full BAS and the equivalent value of government provided meals. The amount of Partial BAS for 1998 is \$.31 per day or about \$9.30 per month and will eventually increase to \$30.00 per month.
- e. BAS Reform will have a transition period and will be complete in approximately 4-6 years from the NDAA date referenced in paragraph 2d. Upon completion of the BAS transition period, Partial BAS ceases. All members, enlisted and officers, except members in basic training will be entitled to full BAS at their respective rates. Meal cardholders will have three meals a day deducted from their pay. The soldiers' leave and earning statement (LES) will reflect a BAS payment and a collection for dining facility meals.

f. The Secretary of Defense has redefined “field duty” for the purpose of BAS. Field duty is maneuvers, war games, exercises or similar type operations, and billeted in the field overnight in excess of 180 days. All temporary duty (TDY) field duty less than 180 days will be entitled to the soldier’s appropriate level of Partial/Full BAS. Full BAS members will be charged a discounted rate for meals.

3. Soldiers Authorized BAS.

a. Officers, Warrant Officers, and Sergeants First Class and above are automatically entitled to BAS.

b. All soldiers, regardless of rank, who are living with family members, are authorized BAS.

4. Soldiers Not Authorized Partial BAS. Soldiers are authorized partial BAS. Authorization is limited to:

a. They are in a field environment for less than 180 days and are furnished meals at government expense.

b. They are a SSG or below, without family members, and provided government billets.

c. They are a SSG or below, with family members, but living apart (geographical bachelors) and provided government billets.

d. The approval authority for soldiers in paragraphs 4b and 4c is the installation commander. This authority may be delegated to the first field grade officer in the soldier’s chain of command. The factors below are provided as guidelines to authorize soldiers in these BAS categories. They are not all encompassing and commanders may consider extenuating factors they deem appropriate. Each request must be considered on its own merit, but approval must be based on:

(1) Location of residence.

(2) TDY absences.

(3) Duty hour requirement.

(4) Dietary restrictions.

(5) Religious affiliation.

5. Soldiers Not Authorized BAS. Soldiers are not authorized BAS if they are in an excess leave status, unauthorized leave status, or confinement.

6. Commander's Responsibilities.

a. Support and promote maximum use of government mess facilities. Ensure soldiers are provided with well-balanced and nutritional meals. Only in exceptional cases should soldiers in government billets be given permission to mess separately.

b. Ensure soldiers authorized BAS receive their entitlement.

c. Ensure soldiers who are TDY under field conditions are issued a field meal card. This includes commissioned and warrant officers.

d. Ensure BAS stops or collection action is taken when soldiers depart or return from field conditions, whether or not soldier is on TDY. Ensure BAS entitlement is reinstated upon their return. *These actions must be accomplished in a timely manner.* AR 600-38 details procedures.

e. Ensure soldiers on meal cards who miss meals due to mission requirements file for reimbursement. Soldiers who miss meals because they were not hungry or because they did not like the meal will not receive reimbursement.

7. Points of Contact.

a. Adjutant or Personnel Sergeant, S-1.

b. Unit Commander or First Sergeant.

Appendix G

Better Opportunities For Single Soldiers (BOSS) Program

1. References.

- a. AR 215-1, Boss Program.
- b. AR 608-1, Army Community Service.
- c. DA Pam 600-45, Army Communities of Excellence.
- d. Fort Hood Regulation 600-20, Community Life Program.
- e. Command Policy Memorandum Number CSM-99-02, Single Soldier Quarters Living Standards.
- f. DA Circular 608-97-1, Better Opportunities for Single Soldiers.

2. General Information.

Better Opportunities for Single Soldiers (BOSS) is a program implemented by the Army's Community and Family Support Center (CFSC) in 1989. BOSS is the commanders' program operated through sergeants major (SGM) channels. The purpose of the BOSS Program is to bring together installation single soldiers and staff members overseeing quality of life issues on the installation. BOSS provides a vehicle for output and feedback between soldiers, the installation staff, and the command. The ideas and concerns presented in open forums help commanders establish priorities in funding installation activities and enhance opportunities for soldiers. BOSS helps units take better care of their soldiers with the help of the unit's own soldiers. It supports the chain of command at all times. It does not relieve the chain of command from ensuring proper standards of safety and quality of life are maintained in unit billets.

3. Commanders Responsibilities.

- a. DA Circular 608-97-1, Better Opportunities for Single Soldiers, lists six standards:
 - (1) Appoint BOSS representatives and put on Additional Duty Orders.
 - (2) Provide sufficient time for BOSS committee to meet, solicit ideas, and raise issues to be presented to the command.
 - (3) Ensure BOSS representatives attend meetings as scheduled.

(4) Allow single soldiers to participate in scheduled BOSS activities within mission constraints.

(5) Include BOSS Program as part of Newcomer's Orientation.

(6) Encourage BOSS representatives to sit in on unit budget and training meetings, and Family Readiness Group special events planning meetings.

b. DA Pamphlet 600-45 lists three standards:

(1) The commander should have a program to obtain and represent single soldier needs and wants, provide the single soldiers with the opportunity to articulate their issues, ensure follow-up action is taken on their identified needs, and place the soldier on orders.

(2) Commanders must ensure single soldier representation on appropriate community related activities, committees, boards, and advisory councils.

(3) Commanders must develop plans for the identification, use, training and recognition of single soldier volunteers. They must also be involved in the planning, development, and delivery of quality of life activities.

c. Commanders must select motivated soldiers who live in the barracks to be the unit repair and upgrade (R & U) representative. This will ensure that an aggressive and responsive maintenance program exists for unit facilities.

4. Points Of Contact.

a. Unit CSM.

b. Unit BOSS representative.

c. III Corps BOSS representative. Table C-1 lists the telephone number.

Appendix H

Consideration of Others Training Program

1. References.

- a. AR 600-20, Command Policy.
- b. III Corps and Fort Hood Regulation 350-1.
- c. III Corps and Fort Hood Regulation 600-21.

2. III Corps Policy.

a. The III Corps' Consideration of Others (CO2) training program is a commander's tool designed to help build unit cohesion and assist in the complex task of leading soldiers. Specifically, CO2 focuses on those actions that indicate sensitivity to and regard for the feelings and needs of others and an awareness of the impact of one's own behavior on them.

b. CO2 training must be interactive and discussion based, and must be conducted in a small group setting of 50 or fewer soldiers.

3. General Information.

a. Commanders will schedule CO2 training quarterly, for a minimum of two hours.

b. All soldiers, regardless of rank, will participate in CO2 training. As a minimum, supervisors and commanders are required to participate in training conducted within their immediate working group or unit.

c. Brigade Equal Opportunity Advisors (EOA) are the primary trainers for the Equal Opportunity (EO) portion of CO2. EOA assistance should be requested for particularly sensitive training topics such as racism, sexism, and extremist group awareness. Training topics, not included in the EO portion of CO2, will be conducted by the subject matter experts (SME) or by the chain of command. Commanders and supervisors may also require the assistance of their Company and Battalion level Equal Opportunity Representatives (EOR) to conduct EO related CO2 training or may choose to conduct the training sessions themselves.

d. The primary key to CO2 execution is small-group instruction. Most lesson plans call for discussion, rather than one-over-the-world lectures. Commanders should use great care in selecting leaders for small group training. Those leaders must be the most capable personnel available, clearly able to handle themselves in a small group setting. EO related training administered by individuals other than the Brigade EOA should be coordinated with the Brigade EOA.

e. Commanders will request Plan of Instruction (POI) and training material support for the EO portion of the CO2 training program through their Company and Battalion EORs from the Brigade EOA. Other training material support and POIs for non-EO topics can be requested from the SMEs for that topic.

f. Topics currently included in the CO2 training program include but are not limited to: Prevention of Sexual Harassment, Extremism Awareness, EO Complaint Procedures, Racism, Sexism, Diversity Training, Religious Tolerance, Fraternization, Indecent Language, Values and Behavior, Effective Communication, Group Dynamics, and Conflict Resolution. Other topics may include Health, Safety, and Drug and Alcohol Abuse, Family Concerns, Team Building, Leadership, American Military Heritage and Ethical Development.

g. Commanders must identify their CO2 training needs. EO and command climate survey results, feedback from sensing sessions, and higher headquarter requirements will provide commanders with a foundation for devising a CO2 training strategy. As a minimum, commanders will conduct Prevention of Sexual Harassment training semi-annually.

4. Commander's Responsibilities.

a. Commanders provide intent, develop quarterly training plans, and monitor training execution to ensure CO2 training is well planned, coordinated, and executed according to directives and regulations.

b. Commanders will ensure that all soldiers and leaders participate in CO2 training and brief their training status quarterly as part of their unit's Quarterly Training Brief (QTB) and Semiannual Training Brief (SATB).

5. Points of Contact.

a. Corps EO Office.

b. Corps G-3 Training.

c. Brigade EOA.

d. Battalion S-3.

Appendix I Deposit Waiver Program

1. References.

- a. AR 600-15, Indebtedness of Military Personnel.
- b. III Corps and Fort Hood Regulation 210-50.

2. Corps Policy.

- a. The Fort Hood Deposit Waiver Program is a Commander's program to help reduce the cost of establishing a home or relocating in the Fort Hood area.
- b. Fort Hood Regulation 210-50, 15 January 1999, Fort Hood Deposit Waiver Program, establishes policy and procedures for the Fort Hood Deposit Waiver Program.

3. General Information.

- a. The Deposit Waiver Program allows soldiers assigned to Fort Hood to establish service with utility companies and participating landlords without paying a security deposit.
- b. All active duty soldiers assigned to Fort Hood, who do not have poor credit ratings, are eligible to participate in the program. All waiver accounts must be paid and waivers returned to the Deposit Waiver Office when clearing Fort Hood.
- c. The primary key to a successful program is the personal involvement of leaders at all levels.
- d. The Director of Public Works (DPW) is the staff and functional proponent for the Deposit Waiver Program.

4. Points of Contact.

- a. DPW.
- b. DPW Housing Division.
- c. DPW Deposit Waiver Office.

Appendix J

Evaluation Appeals - NCOs and Officers

1. Reference.

- a. AR 623-205, Noncommissioned Officer Evaluation Reporting System.
- b. AR 623-105, Officer Evaluation Reporting System.
- c. Guide for Preparation of Evaluation Report Appeals, U.S. TAPC.

2. Department of the Army Policy. The appeals system protects the Army's interests and ensure fairness to the soldier. It also avoids questioning the integrity or judgment of the rating officials without sufficient cause. Preparation of an appeal will not delay submission of the original evaluation report.

3. General Information.

a. Deciding to appeal. Before deciding to appeal, an objective analysis of the report in question should be made. The burden of proof rests with the rated soldier. For NCOs, AR 623-205, Chapter 4 and Appendix F, provides guidance in preparing an appeal. For officers, AR 623-105, section III, provides guidance. The soldier should be realistic in the assessment of whether or not to submit an appeal based on a careful review of the governing regulations. The soldier should also seek assistance from the SJA, Personnel Services Battalion, and career management officials whether an appeal is advisable.

b. Timeliness. Substantive appeals must be submitted within 5 years of the evaluation's completion date. Substantive appeals pertain to parts III, IV, and V of DA Form 2166-1 (NCOs) and on all OERs prepared prior to 1 Oct 97. There is no time limit on administrative appeals. As the likelihood of successfully appealing a report diminishes with the passage of time, appeals should be submitted promptly.

c. Burden of proof rests with the soldier. Successfully appealing an evaluation depends on the strength of the evidence, the care with which the case is prepared, and the line of argument presented. Refer to the governing regulation for a detailed list of items that should be presented. Failure to do so hinders the appeals process and prevents the board from making an informed decision. Remember, the board will make a decision based on the evidence provided.

d. Submission. Prior to submitting the appeal, the soldier may want to have the entire package reviewed by a disinterested third party. The unit PSNCO and the local SJA are available to advise and assist. This may help remove emotionalism and poor logic from the case. The case must be logical, well constructed, and as fully documented as possible.

e. Preparation. Appeals will be prepared according to AR 623-205, Chapter 4, and Appendix F (NCOs) and AR 623-105, Table 6-2.

4. Commander's Responsibilities. Provide assistance as requested.

5. Points of Contact.

a. Adjutant or Personnel Sergeant, S-1.

b. Legal Specialist or SJA.

c. Career Management Officials.

d. Servicing Personnel Service Battalion (PSB), Military Personnel Office (MILPO), or Installation Adjutant General (AG).

Appendix K

Extremist Organizations

1. References.

a. DOD Directive 1325.6, subject: Guidelines for Handling Dissident and Protest Activities Among Members of the Armed Forces, 1 Oct 96.

b. AR 600-20, Command Policy.

2. Department of the Army Policy.

a. The Secretary of the Army has approved the following revised policy regarding participation in extremist organizations and activities by Army personnel.

b. AR 600-20, paragraph 4-12. Participation in extremist organizations or activities is inconsistent with the responsibilities of military service. It is the policy of the U.S. Army to provide equal opportunity and treatment for all soldiers without regard to race, color, religion, sex, or national origin. Enforcement of this policy is a responsibility of the command. It is vitally important to unit cohesion and morale, and is essential to the Army's ability to accomplish its mission. It is the commander's responsibility to maintain good order and discipline in the unit. Every commander has the inherent authority to take appropriate actions to accomplish this goal. This paragraph identifies prohibited actions by soldiers involving extremist organizations, discusses the authority of the commander to establish other prohibitions, and establishes that violations of the prohibitions contained in this paragraph or those established by a commander may result in prosecution under various provisions of the Uniform Code of Military Justice (UCMJ). This paragraph must be used in conjunction with DoD Directive 1325.6, Subject: Guidelines for Handling Dissident and Protest Activities in the Armed Forces.

3. General Information.

a. Participation. Military personnel must reject participation in extremist organizations and activities. Extremist organizations and activities are ones that advocate racial, gender, or ethnic hatred or intolerance; advocate, create, or engage in illegal discrimination based on race, color, gender, religion, or national origin; advocate the use of or use force or violence or unlawful means to deprive individuals of their rights under the United States constitution or the laws of the United States, or any state, by unlawful means.

b. Prohibitions. Soldiers are prohibited from the following actions in support of extremist organizations or activities. Penalties for violations of these prohibitions include the full range of statutory and regulatory sanctions, both criminal (UCMJ) and administrative.

- (1) Participating in a public demonstration or rallies.
- (2) Attending a meeting or activity with knowledge that the meeting or activity involves an extremist cause when on duty, when in uniform, when in a foreign country (whether on or off duty or in uniform), when it constitutes a breach of law and order, when violence is likely to result, or when in violation of off-limits sanctions or a commander's order.
- (3) Fund raising activities.
- (4) Recruiting or training members (including encouraging other soldiers to join).
- (5) Creating, organizing, or taking a visible leadership role in such an organization or activity.
- (6) Distributing literature on or off a military installation, the primary purpose and content of which concerns advocacy or support of extremist causes, organizations, or activities; and it appears that the literature presents a clear danger to the loyalty, discipline, or morale of military personnel or if the distribution would materially interfere with the accomplishment of a military mission.

c. Command Authority. Commanders have the authority to prohibit military personnel from engaging in or participating in any other activities that the commander determines will adversely affect good order and discipline or morale within the command. This includes, but is not limited to, the authority to order the removal of symbols, flags, posters, or other displays from barracks; to place areas or activities off-limits (see AR 190-24); or to order soldiers not to participate in those activities that are contrary to good order and discipline or morale of the unit or pose a threat to health, safety, and security of military personnel or a military installation.

d. Command Options. Commander's options for dealing with a soldier's violation of the prohibitions include:

- (1) UCMJ action. Possible violations include:
 - (a) Article 92 -- Violation or failure to obey a lawful general order or regulation.
 - (b) Article 116 -- Riot or breach of peace.
 - (c) Article 117 -- Provoking speeches or gestures.
 - (d) Article 134 -- General article, specifically, conduct which is prejudicial to good order and discipline and service discrediting.
- (2) Involuntary separation for unsatisfactory performance or misconduct, or for conduct deemed prejudicial to good order and discipline or morale.

(3) Reclassification actions or bar to reenlistment actions, as appropriate.

(4) Other administrative or disciplinary action deemed appropriate by the commander, based on the specific facts and circumstances of the particular case.

4. Commander's Responsibilities. Any soldier involvement with or in an extremist organization or activity, such as membership, receipt of literature, or presence at an event, could threaten the good order and discipline of a unit. In any case of apparent soldier involvement with or in extremist organizations or activities, whether or not it violates the prohibitions in subparagraph *b*, commanders must take positive actions to educate soldiers, putting them on notice of the potential adverse effects that participation in violation of army policy may have upon good order and discipline in the unit and upon their military service. These positive actions include:

a. Educating soldiers regarding the Army's EO policy. Commanders will advise soldiers that extremist organizations' goals are inconsistent with Army goals, beliefs, and values concerning EO.

b. Advising soldiers that any participation in extremist organizations or activities:

(1) Will be taken into consideration when evaluating their overall duty performance, to include appropriate remarks on evaluation reports.

(2) Will be taken into consideration when selections for positions of leadership and responsibility are made.

(3) Will result in removal of security clearances, where appropriate.

(4) Will result in reclassification actions or bar to reenlistment actions as appropriate.

c. The commander of a military installation or other military controlled facility under the jurisdiction of the United States shall prohibit any demonstration or activity on the installation or facility that could result in interference with or prevention of orderly accomplishment of the mission of the installation or facility, or present a clear danger to loyalty, discipline, or morale of the troops. Further, such commanders shall deny requests for the use of military controlled facilities by individuals or groups that engage in discriminatory practices or for activities involving such practices.

d. Commanders should seek the advice and counsel of their legal advisor when taking actions pursuant to this policy.

5. Points of Contact.

a. EO Officer.

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- b. SJA.
- c. Adjutant General.
- d. DAPE-HR-L, DSN 227-6864.

Appendix L

Family Advocacy Program (FAP)

1. Reference. AR 608-18, The Army Family Advocacy Program.
2. Department of the Army Policy. It is DA's policy to prevent spouse and child abuse, protect those who are victims of abuse, treat families affected by abuse, and to assure there are personnel who are professionally trained to intervene in abuse cases. DA policy also recognizes a commander's authority to take disciplinary or administrative action in appropriate cases.
3. General Information.
 - a. The Family Advocacy Program (FAP) is a commander's program located within Army Community Services (ACS). The Family Advocacy Program Manager (FAPM) is appointed on orders by the installation commander to coordinate the prevention, directs services, evaluation and training efforts of the FAP on the Installation.
 - b. The installation commander will ensure all subordinate commanders are briefed on the FAP within 45 days of assuming command. The FAPM can make individual or unit level presentations that educate leaders and soldiers in preventing spouse and child abuse.
 - c. Several programs are available through ACS, Child Development Services (CDS), and the Chaplain's office. These include community education programs designed to increase knowledge and awareness throughout the community, commander education programs, and troop education programs.
 - d. When an incident of abuse is reported, the case manager or counselor will initiate and maintain communications with the commander. This will include: a written notification of the incident notifying the commander a report has been made and is being investigated; written outline of the treatment plan and recommendations; reports on attendance and cooperation with the treatment plan; evaluation of the soldier's progress; and notifying the unit commander of any subsequent acts of abuse.
 - e. The unit commander is responsible for notifying the case manager of any pending disciplinary or administrative action, subsequent acts of abuse, and unit activities that impact on treatment.
 - f. When abuse constitutes a criminal offense as specified in paragraph 3-18, AR 608-18, the unit commander must investigate. Disposition can include no action at all, administrative measures, or trial by court martial.
 - g. Commanders should consider the recommendations of the Family Advocacy Case Management Team (FACMT) when taking or recommending disciplinary or

administrative action against soldiers in spouse and child abuse cases which may be detrimental to a soldier's continued military career or future promotion opportunities, or the financial or social well-being of his or her family members. Paragraph 4-4, AR 608-18 discusses actions available to a commander.

4. Commander's Responsibilities.

a. Become thoroughly familiar with the process and responsibilities discussed in AR 608-18.

b. Establish proactive education programs in concert with the FAPM and chaplain to assist all unit personnel in preventing, identifying, reporting, and treating spouse and child abuse.

c. Become thoroughly familiar with the programs available from ACS and the FAP.

d. Coordinate with the SJA on applicable laws and regulations affecting current spouse and child abuse cases. Seek SJA advice on disciplinary and administrative actions available in cases of spouse and child abuse.

e. Attend FACMT meetings when one of their soldiers is scheduled for presentation or review.

f. Investigate reported incidents of spouse and child abuse according to Section IV, Chapter 3, AR 608-18.

g. Communicate with the case managers involved in a timely and comprehensive manner.

5. Points of Contact.

a. Social Work Services: see Table C-1.

b. Family Advocacy Program Manager: see Table C-1.

c. SJA (unit representative).

d. Chaplain (unit representative).

e. Military Police Desk Sergeant: see Table C-1.

Appendix M

Family Care Plans

1. References.

- a. AR 600-20, Command Policy.
- b. AR 635-100, Officer Personnel.
- c. AR 635-120, Officer Resignations and Discharges.
- d. AR 635-200, Enlisted Personnel.
- e. AR 220-1, Unit Status Reporting.

2. Department of the Army Policy.

a. Family Care Plans (FCP) must be made to ensure family members are properly and adequately cared for when the soldier is deployed, TDY, or otherwise not available due to military requirements. It is the primary responsibility of the *soldier* to implement the FCP. The plan may be executed any time conditions warrant and family care is necessary due to the required absence of the soldier.

b. Soldiers must be able to perform their military duties without interference of family responsibilities. They must be available for duty when and where the needs of the Army dictate.

c. The DA Form 5305-R (Family Care Plan) is the means by which soldiers provide for the care of their family members when military duties prevent the soldier from doing so. It will include proof (AR 600-20 defines items acceptable as proof) that guardians and escorts:

- (1) Have been thoroughly briefed on the responsibilities they are assuming.
- (2) Know how to access military and civilian facilities and services on behalf of the family members.
- (3) Agree to provide care and have been provided all necessary legal authority and a means to accomplish them.

d. Reserve component soldiers are subject to this regulation during periods of absences. Periods of absence include annual training, unit training assemblies, deployment and mobilization, or other types of active duty.

3. General Information. Soldiers must complete a FCP when any of the following apply:

a. Pregnant soldiers who:

(1) Are single, divorced, widowed, separated or reside without their spouse.

(2) Are married to a soldier on active duty or the reserve component of any service.

b. Soldiers who are single, divorced, widowed, or separated or reside without their spouse and one of the following applies:

(1) Has joint or full legal and physical custody of one or more dependents under age 19.

(2) Has adult, dependent, family member(s) incapable of self-care, regardless of age.

c. Dual-service couples of the active or reserves and one of the following applies:

(1) One or both has joint or full legal and physical custody of one or more dependents under age 19.

(2) Has adult, dependent, family member(s) incapable of self-care, regardless of age.

d. Soldier is divorced and has liberal or extended visitation rights by court decree. Applies only if the dependent is placed in the soldier's care in excess of 30 consecutive days.

e. Soldier's spouse is incapable of self-care or is physically, mentally, or emotionally disabled and requires special care or assistance.

f. AR 600-20 details procedures for completing the FCP Counseling Checklist and the FCP for Continental U.S. (CONUS) and Outside CONUS (OCONUS).

4. Commander's Responsibilities.

a. Conduct FCP counseling. This can be delegated.

b. Approve FCPs. This *cannot* be delegated.

c. Ensure soldiers know their responsibilities concerning FCPs.

- d. Ensure FCPs are tested for validity and durability, and certified annually or sooner if events dictate; Soldier Readiness Packet (SRPs), alerts, EDREs, field exercises, etc.
- e. Ensure soldiers on OCONUS assignment instructions or deployment notification comply with FCP requirements.
- f. Screen soldiers during unit in-processing to determine if FCP requirements apply. Also use a query from the S-1 for periodic identification.
- g. Be thoroughly familiar with FCP requirements and procedures. AR 600-20 details responsibilities.
- h. Set up a suspense system for testing, validation and recertification.
- i. Report soldiers without a valid FCP as “non available” during USR.

5. Points of Contact.

- a. Adjutant or Personnel Sergeant, S-1.
- b. Legal Specialist or SJA.
- c. Chaplain.
- d. ACS.

Appendix N

Suspension of Favorable Actions (Flags)

1. References.

- a. AR 600-8-2, Suspension of Favorable Personnel Actions (Flags).
- b. DA PAM 600-8-1, Standard Installation Division Personnel System (SIDPERS) Unit Level Procedures.
- c. AR 600-8-22, Awards.
- d. AR 600-9, Weight Control.

2. Department of the Army Policy.

a. Flag actions guard against the accidental execution of favorable personnel actions for soldiers not in good standing and support the Army's personnel life-cycle function of sustainment.

b. Mandates submission of flags when an unfavorable action or investigation (formal or informal) is initiated against a soldier by military or civilian authorities.

c. Classifies flag actions into two categories: non-transferable and transferable (AR 600-8-2, paragraph 1-11).

d. Prohibits the execution of the following personnel actions. (Exceptions exist - see AR 600-8-22 and paragraph e. below)

- (1) Appointment, reappointment, reenlistment, and execution.
- (2) Entry on active duty or active duty for training (ADT).
- (3) Reassignment.
- (4) Promotion or reevaluation for promotion.
- (5) Awards and decorations.
- (6) Attendance at civil or military schooling.
- (7) Unqualified resignation or discharge.
- (8) Retirement.

- (9) Advanced or excess leave.
- (10) Payment of enlistment bonus or selective reenlistment bonus (SRB).
- (11) Assumption of command.
- (12) Family member travel to an overseas command (when sponsor is overseas).
- (13) Command sponsorship of family members in an overseas command (when sponsor is overseas).

e. Exception to the personnel actions listed in subparagraph 1 above are:

- (1) If a soldier is flagged for APFT failure they are prohibited for promotion, reenlistment, and extension only.
- (2) If a soldier is flagged for weight control failure they are prohibited for attendance at a full-time civilian or military schooling, promotion, assumption of command, and reenlistment or extension only.

3. Commander's Responsibilities.

- a. Direct the flagging action when a soldier's status changes from favorable to unfavorable. A flag action is removed when the soldier's status changes from unfavorable to favorable.
- b. Initiate a separate flag for each investigation, incident, or action.
- c. Review active flag actions monthly (use the SIDPERS AAA-095 and copies of DA Form 268).
- d. Consult the security manager if determination is made to suspend access to classified information.
- e. Ensure the rules for transferring flags are being followed.
- f. Ensure the rules for removing flags are being followed; immediate removal upon:
 - (1) Adverse Action: completion of all punishments imposed to include reductions, extra duties and restrictions, and any suspensions; when charges are dropped; when soldier is reassigned to the transition point for separation processing.
 - (2) Weight control: successful compliance with the height and weight standards of AR 600-9 (if soldier becomes overweight within one year of removal, begin separation processing).

(3) APFT: successful completion of APFT.

g. Ensure soldiers who fail the APFT or fail to meet height and weight requirements are flagged.

h. Ensure the soldier is informed of the flag action.

i. Ensure immediate removal of flagged soldiers from the SGT/SSG Promotion Standing List.

4. Points of Contact.

a. Adjutant or Personnel Sergeant, S-1.

b. Legal Specialist or SJA.

Appendix O

Geographical Bachelors (Unaccompanied Married Soldiers)

1. Reference. AR 210-50, Housing Management.

2. Department of the Army Policy.

a. Assignment to senior officer quarters (SOQ), officer quarters (OQ), senior enlisted quarters (SEQ), and enlisted quarters (EQ) is determined by priority. This includes barracks and dormitories; it may also include privately leased housing.

b. Priorities for assignment are based on personnel categories listed in Table 3-4, AR 210-50. Conditions for termination are listed in Chapter 3, paragraph 3-35.

3. General Information.

a. Geographical bachelors are soldiers who, for personal reasons, reside apart from family members. These soldiers should not assume the gaining unit or installation would billet them. Space availability is the critical factor.

b. Geographical bachelors receive priority IV for assignment to SOQ, OQ, and SEQ. This applies to soldiers in CONUS, Hawaii, and Alaska, entitled to basic allowance for housing (BAH) with dependent rate, but not accompanied by family members for personal reasons.

c. Once provided quarters, soldiers must be advised they may be required to vacate housing for soldiers in higher priorities. Thirty days written notice is normally given.

d. Soldiers must ensure they are financially capable of establishing a household in the event they are required to vacate SOQ, OQ, or SEQ.

e. Minimum standards of adequacy do not apply to residents in category IV. AR 210-50, Table 4-2, details adequacy standards.

f. Soldiers assigned housing in excess of minimum space adequacy standards may have their entitlement to BAH affected. See AR 210-50, paragraph 3-29.

4. Commander's Responsibilities.

a. Assign billeting when requested if space is available.

b. Ensure soldiers are aware they may have to vacate housing for higher priority personnel.

5. Other Points of Contact.
 - a. Unit Commander or First Sergeant.
 - b. DPW Housing Office.
 - c. DPW, Real Property.
 - d. DCA, Transient Quarters.

Appendix P

Gifts to Superiors

1. References.

- a. DOD Directive 5500.7, Standards of Conduct.
- b. DOD 5500.7-R, Joint Ethics Regulation.
- c. 5 CFR 2635.301-304, SUBPART C: Gifts Between Employees.

2. DOD Policy.

a. Gifts to Superiors.

(1) Except as provided below, an employee *may not* directly or indirectly, give a gift to or make a donation toward a gift for an official superior;

(2) Solicit a contribution from another employee for a gift to either his own or the other employees official superior.

b. Gifts from employees receiving less pay. An employee may not directly or indirectly, accept a gift from an employee receiving less pay than him unless:

(1) The two employees are not in a subordinate-official superior relationship;

(2) There is a personal relationship between the two employees that would justify the gift.

c. Exceptions. A subordinate may also give or donate toward a gift to a superior on special infrequent occasions, such as, marriage, PCS, or retirement. Gifts on special infrequent occasions are limited to \$300 per gift per donating group. The \$300 limit may be waived where the gift is uniquely linked to a departing employee's position or tour of duty, and is given on an occasion that terminates the subordinate-superior relationship. On an occasional basis, including any occasion on which gifts are traditionally given or exchanged, the following may be given to an official superior or accepted from a subordinate or other employee receiving less pay:

(1) Items, other than cash, with an aggregate market value of \$10 or less per occasion.

(2) Items such as food and refreshments to be shared in the office among several employees.

(3) Personal hospitality provided at a residence which is of a type and value customarily provided by the employee to personal friends.

(4) Items given in connection with the receipt of personal hospitality if of a type and value customarily given on such occasions.

d. Voluntary contributions. An employee may solicit voluntary contributions from another employee for a group gift to the contributing employees superior for any special, infrequent occasion in a nominal amount that shall not exceed \$10.

e. The value of a gift or gifts from two or more donating groups shall be aggregated and shall be considered to be from a single donating group if the DOD employee offered the gift knows or has reason to know that an individual who is his subordinate is a member of more than one of the donating groups.

3. Commander's Responsibilities.

a. Become familiar with Standards of Conduct as specified in the Joint Ethics Regulation (JER), 5500.7-R and DOD Directive, 5500.7.

b. Ensure all personnel are familiar with these provisions.

4. Point of Contact. SJA

Appendix Q

Human Immunodeficiency Virus (HIV) Testing

1. Reference. AR 600-110, Identification, Surveillance, and Administration of Personnel Infected with Human Immunodeficiency Virus (HIV).
2. Department of the Army Policy. Headquarters DA medical, manpower, and personnel policies on HIV reflect current knowledge of the natural progression of the HIV infection. The policies also reflect the risks of the infected individual incident to military service, the risk of transmission of the disease to personnel who are not infected, the effect of infected personnel on Army units, and the safety of military blood supplies.
 - a. Persons who are HIV positive are not eligible for appointment or enlistment into the Army, the Army National Guard (ARNG), or the United States Army Reserve (USAR).
 - b. Effective 1 January 1988, all soldiers are required to be tested for the presence of HIV antibodies at least every two years (biennially). HIV antibody testing will include a screening test of all personnel designated in AR 600-110 and confirmatory tests of those who test positive.
 - c. Except for those identified during the accession testing program, soldiers who are HIV positive and demonstrate no evidence of progressive clinical illness or immunological deficiency will not be involuntarily separated solely on the basis of having been confirmed as HIV positive.
 - d. HIV-positive active duty soldiers, including Active Guard Reserves (AGR), are limited to duty within the CONUS. AR 600-110, Chapter 4, discusses assignment policies and procedures.
 - e. All information regarding HIV testing results will be handled in a manner to protect the individual's confidentiality while providing information consistent with medical and administrative requirements on a "need to know" basis. AR 600-110, Chapter 2, discusses testing requirements and procedures.
 - f. Commanders will formally counsel soldiers who test positive for the HIV antibody. This counseling will be conducted *following* the post-diagnosis preventive medicine counseling performed by medical department personnel. Commanders will use the DA Form 4856 and ensure all topics are addressed (specific topics to be addressed are listed in Section V, Chapter 2, AR 600-110). Commanders *must* ensure completed counseling forms are maintained in a manner that protects the confidentiality of the information.

3. Commander's Responsibilities.

- a. Become familiar with the notification, counseling, and assignment policies discussed in AR 600-110.
- b. Ensure compliance with the education and testing requirements for their soldiers.
- c. Accompany soldiers identified as HIV positive during initial notification.
- d. Provide support and facilitate the support network for the HIV positive soldier during the initial notification and subsequent evaluation.
- e. Protect soldiers confirmed as HIV positive from invasions of their privacy.
- f. Maintain unit status of the HIV testing requirement.
- g. Consult with the servicing SJA on the limited use provisions of this policy and other restrictions on the use of HIV information.
- h. Counsel HIV positive soldiers in accordance with the policies specified in AR 600-110.
- i. Ensure information regarding HIV testing results is appropriately safeguarded according to the policies specified in AR 600-110.

4. Points of Contact.

- a. Corps or Division Surgeon.
- b. Unit Chaplain.

Appendix R

Homosexual Conduct in the Armed Forces

1. References.

- a. Message, 107/93, 221752Z Dec 93, Subject: Homosexual Conduct Policy.
- b. Memorandum, HQDA, DCSPER, 28 Dec 1993, Subject: Modification of Army Policy.
- c. Message, 032/94, 292205Z Mar 94, Subject: Homosexual Conduct Policy-Training.
- d. Memorandum, HQDA, DCSPER, 14 Apr 1994, Subject: Homosexual Conduct Policy Training Program.
- e. AR 600-20, Army Command Policy.

2. Department of the Army Policy.

- a. Suitability of persons to serve in the armed forces is based on their conduct and their ability to meet required standards of duty performance and discipline.
- b. Homosexual *conduct* is grounds for barring entry into the armed forces and for separation from the armed forces. Sexual orientation is *not grounds* for a bar to reenlistment or to continued service.

3. General Information.

a. Only the member's commander is authorized to initiate fact-finding inquiries involving homosexual conduct. A commander may initiate a fact-finding inquiry only when they have received credible information there is basis for discharge. A basis for discharge exists if:

- (1) The member has engaged in a homosexual act.
 - (2) The member has said that they are a homosexual or bisexual, or made some other statement that indicates a propensity or intent to engage in homosexual acts.
 - (3) The member has married or attempted to marry a person of the same sex.
- b. When a member engages in homosexual conduct as defined by paragraphs 3.a. (1) through (3), they are subject to administrative separation.

c. The service member bears the burden of proving, by a preponderance of the evidence, that they do not engage in, has a propensity to engage in, or intends to engage in homosexual acts.

4. Commander's Responsibilities.

a. Exercise sound discretion regarding when credible information exists.

b. Will not ask nor will their appointed inquiry officials ask members their sexual orientation. Members will not be required to reveal their sexual orientation.

c. Ensure inquiries are conducted properly and no abuse of authority occurs.

d. Become familiar with the DOD policy concerning homosexual conduct as described in the stated references.

e. Ensure soldiers are informed of laws and regulations governing sexual conduct, including policies on homosexual conduct.

5. Point of Contact. SJA.

Appendix S

Indebtedness of Army Personnel

1. References.

- a. DOD Directive 1344.9 and DOD Instruction 1344.12.
- b. AR 600-15, Indebtedness of Military Personnel.
- c. AR 608-1, Army Community Service Program.
- d. AR 27-3, Legal Assistance.
- e. AR 380-67, Personnel Security Program.

2. Department Of The Army Policy.

a. Soldiers are required to manage their personal affairs satisfactorily and pay their debts promptly. Failure to do so may subject the soldier to administrative or punitive actions.

b. Generally, the Army cannot require its soldiers to pay private debts or divert any part of a soldier's pay in order to pay private debts. If a court has ordered the payment of a debt; however, an application for involuntary allotment, based on the court order, may be made, and approved. An involuntary allotment cannot exceed the lesser of 25 percent of a soldier's pay subject to involuntary allotment or the maximum percentage of pay subject to garnishment under local state law. For example, the Texas Constitution prohibits garnishing current pay except for court-ordered child support payments. Therefore, the pay of a soldier stationed in Texas can be garnished only for court-ordered child support payments.

c. Creditors that comply with the provisions of Chapter 4, AR 600-15 will have their debt complaints processed by commanders.

d. The Army does not try to judge or settle disputed debts, or admit or deny whether claims are valid.

e. The Army will not act as a collection agency.

3. Commander's Responsibilities.

a. Process debt complaints that meet the criteria in Chapter 4, AR 600-15. Chapter 2, AR 600-15 provides guidance on returning complaints that do not comply with Chapter 4.

b. Upon receipt of a court-ordered judgment, the commander must refer to DOD Directive 1344.9 and DOD Instruction 1344.12 for guidance on the procedures to follow. Contact the SJA for additional guidance on what actions to take. The SJA can also help the commander determine if the debt collector complies with the Fair Debt Collection Practices Act.

c. Processing debts basically amounts to formally informing the soldier of the claim of indebtedness against them. Chapter 2, AR 600-15 provides detailed guidance to commanders in processing debt complaints.

d. According to Chapter 3, AR 600-15, consider administrative or punitive actions against soldiers that:

(1) Fail to promptly resolve unpaid debts.

(2) Repeatedly fail to pay their legal debts.

e. If the soldier has access to classified information, it may be necessary to submit a report of derogatory information to the unit S2 (See AR 380-67 for guidance).

f. Refer soldiers to the SJA or legal assistance if the soldier feels there are legal problems with the debt.

g. Provide financial management counseling for soldiers that have problems in meeting valid debts. Army Community Services provides financial management counseling, seminars, and workshops in addition to consumer protection advice.

4. Points of Contact.

a. SJA.

b. Army Community Service.

Appendix T

Leadership Counseling

1. Reference.

- a. FM 22-100, Leadership Counseling.
- b. AR 635-200, Enlisted Personnel.
- c. AR 600-8-19, Enlisted Promotions and Reductions.
- d. AR 600-9-29, Officer Promotions.
- e. AR 623-205, Non-commissioned Officer Evaluation Reporting System.

2. Department of the Army Policy.

- a. Leaders will ensure soldiers clearly understand the counseling process.
- b. According to FM 22-100, there are five reasons for counseling:
 - (1) Reception and integration.
 - (2) Performance.
 - (3) Personal.
 - (4) Discipline.
 - (5) Professional growth and guidance.

3. General Information.

a. Reception and integration: leaders provide this counseling to welcome new soldiers to the unit immediately upon arrival. There are three main points covered in this type of counseling: transition objectives, orientation, and sponsorship,

- (1) Transition objectives. Two important points this objective covers are:

- (a) It identifies and resolves any problems or concerns that a soldier has before they reach a crisis, i.e, getting paid, administrative requirements, establishing a position among peers and leaders; a married soldier would have concerns such as getting his/her family settled.

(b) It sets the standards. The soldier must know what is expected of them and what the required standards are. The soldier must know what they can expect from unit leaders.

(2) Orientation. Leaders explain established procedures identified in local command directives.

(3) Sponsorship. Leaders should select a good soldier who is experienced, knowledgeable, and who will be a positive influence. Sponsors should have as much in common as possible with the new arrival and be the same rank and Military Occupational Specialty (MOS).

b. Performance. This counseling informs the soldier about their job and the expected performance standards. It provides feedback on actual performance. The aim is to help a soldier maintain or improve a satisfactory level of performance. Leaders need to do this type of counseling continuously. Three main points under this type of counseling include: growth and learning; evaluation of actions; and improvement of performance.

(1) Growth and learning. The leader helps the soldier grow through teaching. Growth and learning of subordinate officers are enhanced by the proper use of the OER Support Form (DA Form 67-9-1). The NCO-ER Counseling Checklist (DA Form 2166-7-1) is used for enlisted. The key to successfully using these forms is joint establishment of objectives at the beginning of the rating period with periodic reviews and revisions when necessary. Face-to-face discussion is essential for success.

(2) Evaluation of actions. This area is where the leader evaluates the soldier's performance or actions. It should be restricted to appraising and discussing observed actions and demonstrated behavior rather than diagnosing character or suspected attitudes. ARs 623-105 and 623-205 contain useful information on setting objectives and evaluating performance.

(3) Improvement of performance. This area is where the leader discusses methods or actions a soldier must take to improve performance. In many cases, soldiers know when they have failed or have not done well, especially if they know the standard. Leaders must discuss specific actions to help a soldier who may not know how to perform a task; does not want to do something; or that something prevents proper performance.

c. Personal. This counseling gives a leader a chance to help a soldier with their personal problems, i.e, financial matters, marital difficulties, etc. The goal is to help the soldier develop initiative, recognize their problems, and solve their own difficulties. Three areas to be emphasized are the soldier's problems, leader's limitations, and outside agencies.

(1) Soldier's problems. Leaders must always consider the soldier's point of view. What a leader views as simple or minor may look overwhelming to the soldier.

(2) Leader's limitations. Leaders must recognize their limitations and offer outside help when the situation warrants it. The chain of command is where the soldier starts.

(3) Outside agencies. The leader must know the location and function of all available assistance agencies and know when to refer a subordinate to them through the chain of command. Agencies most commonly used, but not limited to are:

- Adjutant General
- Alcohol and Drug Control Office
- American Red Cross
- Army Community Service
- Army Education Center
- Army Emergency Relief
- Career Counselor
- Chaplain
- Claims Section
- Community Counseling Center
- Community Health Nurse
- Community Mental Health Service
- Equal Opportunity Office
- Finance and Accounting Office
- Housing Referral Office
- Inspector General
- Legal Assistance
- Social Work Services
- USDA Food Stamp Office

d. Discipline. Counseling soldiers who have violated regulations, policies, or other set standards is a necessary part of the leader's duties. The counseling is used when the leader takes corrective steps that will not result in formal punitive action against the soldier under UCMJ. Discipline counseling differs from performance counseling in that discipline counseling stresses failure to meet set standards of conduct. Leaders must remember two points: Leader actions and corrective measures.

(1) Leader actions. Leaders must conduct this counseling in private. They must have their facts in order and remain unemotional. Only the soldier being counseled, the leader, and the involved members in the chain of command need to be present.

(2) Corrective measures. Leaders at all levels or an organization have different measures they use to improve performance or behavior. Many of these actions are described in FM 27-1, chapter 8. Punishments can be imposed by courts-martial or by commanders under Article 15, UCMJ. Commanders also have the authority to implement certain measures that are not punitive. Some available options are:

- Deferment of discretionary benefits such as pass privileges, driving on post, or use of the PX or the EM club.
- Admonitions and reprimands.
- Corrective training.
- Administrative reduction.
- Revocation of security clearance.
- Bar to reenlistment.
- MOS reclassification.
- Transfer or reassignment.
- Alcohol and drug rehabilitation programs.

Some of these administrative actions are similar to punishments authorized under Article 15, which is non-judicial punishment. A commander may give the leader authority to deny the pass privileges of a soldier who is late to duty or who leaves early. Extra training must be related to a specific deficiency.

e. Professional growth and guidance. A leader concerned with the professional development of subordinates accurately informs their soldiers on the many challenges and benefits of the Army. Such opportunities range from reading programs through resident military and civilian schools to future assignments. Leaders must ensure subordinates know what is required for promotion and what opportunities are available for professional development. Certain requirements exist for reenlistment counseling (detailed in AR 601-280). A unit's reenlistment NCO can help the soldier determine these requirements. For soldiers completing their first-term of service, leaders should follow up and continue to counsel good soldiers about the Army as a career.

4. Commander's Responsibilities.

a. Ensure counseling is conducted routinely, or as required for:

- (1) Enlisted promotions.
- (2) Officer promotions.
- (3) NCO evaluation reporting.
- (4) Officer evaluation reporting.
- (5) Enlisted separations.
- (6) Officer separations.

b. Ensure counseling is documented on the appropriate form (DA Form 4856, DA Form 67-9-1, DA Form 67-9-1, etc.).

5. Points of Contact.

a. Unit Commander or First Sergeant.

b. Unit Legal Specialist or SJA.

Appendix U

Leaves and Passes

1. Reference.

- a. AR 600-8-10, Leaves and Passes.
- b. AR 630-10, Absent Without Leave.

2. Department of the Army Policy. Encourage all soldiers to use their authorized leave to the maximum extent possible. Leave is beneficial to health, morale, and motivation and helps maintain efficient performance of military duties. A soldier earns 2.5 days per month. A leave balance over 60 days at the end of the Fiscal Year (FY) will be lost unless authorized by AR 600-8-10, paragraph 3-3.

3. General Information.

a. The following types of leave, when taken, are charged against the soldier's leave balance:

- (1) Ordinary leave.
- (2) Advance leave.
- (3) Emergency leave.
- (4) Environmental and morale leave.
- (5) Leave awaiting orders resulting from disability separation proceedings.
- (6) Leave together with Consecutive Overseas Tour (COT).
- (7) Reenlistment leave.
- (8) Transition leave.
- (9) Rest and recuperation leave.
- (10) Periods of leave that encompass a public holiday or weekends.
- (11) Pregnancy home leave – granted prior to delivery to return home for pregnancy care or birth of child.

(12) "Absence beyond leave or pass termination date" is chargeable when excused as unavoidable due to: mental incapacity, detention by civilian authorities or early departure of a mobile unit due to operational commitments.

(13) Leave together with PCS.

b. The following leaves and absences, when taken, are not charged against the soldier's leave balance:

(1) Convalescent leave.

(2) Sick-in-quarters.

(3) Sick-in-hospital.

(4) Excess leave – pay and allowances stop.

(5) Graduation leave (United States Military Academy).

(6) Holiday leave, provided the day does not fall on or within an approved leave period.

(7) Leave awaiting orders, resulting from disability separation after maximum accrued leave has been used.

(8) Passes.

(9) Permissive TDY.

(10) Proceed time.

(11) Privately owned vehicle (POV) travel – when delivering POV to a port or picking up POV from a port, in conjunction with a PCS.

(12) Special rest and recuperation – special incentive for extending overseas tour.

(13) AWOL absence beyond leave or pass termination date when not excused as unavoidable due to: mental incapacity, detention by civilian authorities or early departure of a mobile unit caused by early departure of the unit.

4. Commander's Responsibilities.

a. Ensure compliance with existing policies and procedures.

- b. Commanders will encourage and assist soldiers to use, on the average, their entire 30 days leave each year.
- c. Counsel soldiers who refuse to take leave on the command annual leave program.
- d. Ensure soldiers are charged leave only for days taken.
- e. Ensure voiding, reconstruction, or correction of DA Form 31 is done properly and when required.
- f. Process and verify changes affecting leave such as, sick-in-hospital or sick-in-quarters. AR 600-8-10, chapter 5, provides detailed guidance.
- g. Be thoroughly familiar with, advanced and excess leave policies. Ensure soldiers understand each program.
- h. Process emergency leave requests as quickly as possible. Be familiar with briefing requirements and travel authorizations afforded to soldiers. This applies to soldiers whose Home of Record (HOR) is overseas and to soldiers stationed overseas traveling to stateside HOR. Remind soldiers that emergency leave is chargeable, but that travel time between points of embarkation are not chargeable.
- i. Process requests for leave in conjunction with Permanent Change of Station (PCS) or TDY. Do not grant extension requests to soldiers who have departed from your organization.
- j. Process requests for leave or travel outside the United States. Ensure soldier is briefed on their responsibilities according to AR 600-8-10, chapter 8.
- k. Process requests for convalescent leave. Ensure supporting recommendation has been received from a physician. AR 600-8-10, chapter 5, provides detailed guidance on medically related absences.
- l. Process requests for passes. Soldiers are not authorized leave in conjunction with passes.
- m. Ensure requests for permissive TDY are appropriate and authorized.

5. Points of Contact.

- a. Adjutant or Personnel Sergeant, S-1.
- b. Unit First Sergeant or Commander.

Appendix V

Legal And Ethical Issues

1. References. See Table V-1.
2. Department of the Army Policy. Various, depending on the reference.
3. General information. Table V-1 lists the most commonly asked legal issues, a short explanation, and their references contained in this handbook.

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I. OFFICIAL TRAVEL

Official travel-policy. Paragraph 39-1, DFAS-IN Regulation 37-1, Finance and Accounting Policy Implementation for Travel and Transportation Allowances, states: "The policy of the Department of the Army is personnel will not be penalized because they are directed to perform official travel. A person traveling on official business is to have sufficient funds for expenses before beginning travel, and is expected to exercise the same care in incurring expenses that a prudent person exercises if traveling on personal business."

False TDY claim-official travel. Paragraph 39-1, DFAS-IN Regulation 37-1, Finance and Accounting Policy Implementation for Travel and Transportation Allowances, states any person who knowingly presents a false, fictitious, or fraudulent claim is subject to a fine of not more than \$10,000 or imprisonment for not more than 5 years, or both (18 U.S.C.287). Each transaction by an officer, employee, or agent of the U.S. Government that requires the expenditure of public monies must be evidenced by a written (or printed), signed document or series of documents that includes a complete record of the transaction. The travel voucher and its substantiating attachments is such a record for travel and transportation allowance payments. The traveler's commander/supervisor (or designated representative) reviews the completed voucher before payment can be made by finance. The commander's/supervisor's review is not intended as a payment computation. Neither is it for approval of items of the claim. Rather it ensures that the claim is complete and proper, and complies with the intent of the orders.

Personal agenda-leave in conjunction with TDY. AR 600-8-10, paragraph 7-7, Leaves and Passes, states: "Care must be taken to insure that the TDY is clearly essential. It must not be construed that the TDY was arranged, both as to time and place, in order to provide transportation for leave at Government expense. In planning TDY both the fact and appearance of TDY arranged to serve the leave desires of the member will be avoided."

Delay in returning to duty station. JFTR, Volume 2, Department of Defense Civilian Personnel, C4554, Effect on Absence and Payment of Per Diem, Paragraph 6, Delay in Returning to Permanent Station, states in part: When for personal reasons, including taking authorized leave, and employee does not return immediately to his permanent duty station after completion of a period of

Table V-1. Most commonly asked legal issues

temporary duty, per diem allowance will be computed on the basis of the time that he reasonably could have left the temporary duty point and arrived at his permanent duty station.

Computation of per diem. Joint Federal Travel Regulation (JFTR) states: Members are only entitled to per diem when they are in a "travel status." Travel status begins and ends either at the traveler's home or office. If a traveler departs his residence and proceeds to his office, his TDY begins at his office. If a traveler returns to his office from TDY before returning to his residence, his TDY ends at his office. A footnote in table U2C-2, "Beginning of Travel Status," states disregard travel to and from office if no duty was performed there. Further, the JFTR states that on the day of departure and day of return per diem is determined in accordance with quarter days as follows: First Quarter, 0001-0600; Second Quarter, 0601-1200; Third Quarter, 1201-1800; Fourth Quarter, 1801-2400. NOTE: Mr. Gene Ball, Military Travel Policy, Office of the Per Diem, Travel and Transportation Committee, states that the footnote to Table U2C-2 was added on 1 November 1980. He recalled it resulted from a discussion that in some cases travelers met in the parking lot of their primary duty station and did not go to their office. The committee determined that in those cases travel would begin from the traveler's residence. The committee did not discuss whether or not picking up classified documents or how much time spent in the office would constitute a duty.

Mileage to/from terminal. Joint Federal Travel Regulation (JFTR) states: the use of privately owned conveyance (POC) to and from a common carrier terminal is authorized for mileage payment if the POC is driven from the member's residence to the PDS on the day the member departs from PDS on TDY requiring at least 1 night's lodging and from the PDS to the residence on the day the member returns to the PDS from TDY.

Authorized delays. Joint Federal Travel Regulation (JFTR) states: travel status, whether travel is performed by land, air, or sea, will include delay (authorized delay) incident to mode of travel, such as necessary delay while awaiting further transportation after travel status has begun. IG Note: No JFTR provision allowed the payment of mileage from residence to PDS or return to residence from PDS in conjunction with TDY when the traveler did not go to a common carrier terminal. Paragraph 2-2c(8)(d), DOD 5500.7-R, states mileage credits earned as a result of the expenditure of appropriated funds for official travel remain the property of the Government and will not be used in connection with personal travel. When mileage credits are earned through mixed official and personal travel on the same trip, all the credits accrue to the Government and no portion may be used for personal travel. Mileage credits may be used to reduce official travel costs through redemption of credits for free airline tickets or to obtain accommodation upgrades while on official travel. (Use only for allegations of incidents that occurred before 3 February 1993)

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Frequent flyer mileage. The DoD Joint Ethics regulation states that frequent flyer mileage credits earned by a DoD employee while traveling in an official status were the property of the U.S. government and they should not be used except in connection with official travel. Use of mileage credits to obtain an upgrade on official travel was permitted.

Frequent flyer mileage-limitations on upgrades. The Federal Travel Regulation was amended by the General Services Administration (GSA) on 29 October 1993 to prohibit the use of frequent flyer mileage accrued on official travel for upgrades to first class air accommodations on other official travel. Such mileage could be used for upgrades to other premium class accommodations (business class). Use of mileage credits to obtain an upgrade on official travel is permitted, however, service members traveling in uniform may not upgrade to first class travel.

Service member accompanying a dependent who travels for medical treatment. Joint Federal Travel Regulation (JFTR), Rule U7550, allowed a service member to accompany a dependent when the dependent travels to a medical facility for required medical attention not available locally. The JFTR authorized the service member to collect travel and transportation as prescribed for all other TDY/TDA travel.

Rental cars. Joint Federal Travel Regulation (JFTR), Rule U3415, states the hiring of a rental car is only authorized when use of other means of transportation is not advantageous to the government.

Use of telephone-calls home while TDY. Joint Ethics Regulation, Paragraph 2-302(2), authorized a DoD employee traveling on government business to make a brief call to his residence to notify family of official transportation or schedule changes.

II. Use of government vehicles and aircraft

Use of official motor vehicle. Paragraph 2-5, AR 58-1, states, "The use of Army motor vehicles is restricted to official purposes only." Service members, civilian employees, members of their families are not authorized to use Army Motor vehicles to conduct any personal business or activity.

Modification of nontactical vehicles. AR 58-1, Chapter 18, Management, Acquisition, and Use of Administrative Use Motor Vehicles, outlined nontactical vehicle (NTV) modification procedures. Major Army Commands (MACOM) will limit vehicle changes to those required for safety, security, or the military mission.

Note for investigators: TM 38-600 explains the types of modifications authorized by AR 58-1.

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Domicile to duty. AR 58-1, Paragraph 4-1, pointed out that section 638a(c)(2) of title 31, United States Code, states that official purpose transportation does not include transportation between domiciles and places of employment except in cases of medical officers on outpatient medical service, and officers and employees engaged in fieldwork, the character of whose duties makes such transportation necessary.

Military aircraft-policy. AR 95-3, Paragraph 3, states aircraft owned, operated, or controlled by the Army will only be used to transport Army personnel, Government property, other official Government passengers, or other passengers and cargo as authorized by statute and DoD or Army directives, regulations, or policies. Army aircraft will not be used for personal reasons and will not be used for transportation of personnel or equipment to any place or event in an unofficial capacity.

Spousal travel on military aircraft-policy. DoD 4515.13-R, Air Transportation Eligibility Regulation, defined eligible passengers on DoD aircraft as spouses of military members when the sponsor is traveling on official business and the accompanying travel of the spouse is considered as essential to the proper accomplishment of the mission. DOD 4500.56 clarifies this standard, directing that spousal travel may be approved only where there is an unquestionably official function in which the spouse is actually to participant in an official capacity, or where such travel is in U.S. interests because of a diplomatic or public relations benefit to the U.S.

Spousal travel on military aircraft-approval procedures. Secretary of the Army memorandum, dated 8 December 1995, subject: Policy for Travel by Department of the Army Officials, states that approval of spouses of military officials (not assigned to the secretariat) by military means rests with the Chief of Staff, Army.

Dependent travel for medical evacuation. DoD Regulation 4515.13-R, Air Transportation Eligibility, states that U.S. Armed Forces patients are authorized air medical evacuation transportation within CONUS where medically necessary. U.S. Armed Forces patients include dependents of members of a military department.

Transportation support for community relations activities. AR 360-61, Community Relations, states, "Army community relations programs develop public understanding of the Army and appreciation of the Army's contributions to the Nation. Military transportation is authorized to support community relations programs if the travel does not compete with commercial modes of transportation, is available, is adequate, and meets public affairs objective of the travel."

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Repair of commercial design vehicles. AR 700-88, Commercial Design Vehicles:

(a) Outlined the procedures to determine whether a commercial design vehicle will be repaired and retained or retired. The regulation stipulated a nontactical vehicle would be retired and removed when the age or mileage is reached or exceeded.

(b) Authorized Major Army Command (MACOM) commanders may to make exceptions to the retirement/replacement criteria. A request for exception would be justified in writing and accompanied by a technical inspection (DA Form 461-5) submitted for the vehicle showing the condition and estimated cost of the repairs required.

(c) Limited the cost of repairs to not more than 50 percent of the current wholesale value of the automobile; otherwise, it was an uneconomical repair, and a replacement vehicle should be requested.

III. Physical fitness and weight control

Physical fitness program-policy. AR 350-41, Paragraph 9-4 and 9-5, The Army Physical Fitness Program, states commanders will establish and conduct physical fitness programs consistent with this regulation and FM 21-20, Physical Fitness Training. Soldiers are expected to meet the standards set forth in this regulation. The intent of the Army Physical Fitness Test (APFT) is to provide a periodic assessment of a viable physical fitness training program. Full-time soldiers will take the APFT at least twice a year. Results of the APFT will be recorded on the DA Form 705 (APFT Scorecard), which will be maintained at a central location at the service member's unit. Soldiers who fail an APFT taken for record or fail to take the APFT within the required period will be flagged. FM 21-20 specified the APFT must be supervised.

Physical fitness program-soldier requirement to pass APFT. AR 350-41, Paragraph 9-8(6), Army Physical Fitness Program, states all soldiers must attain a score of at least 60 points on each tested event and an overall score of at least 180 points on the APFT.

Physical fitness program-unit standards. AR 350-41, Paragraph 9-6(b), Army Physical Fitness Program, states commanders may establish standards that exceed Army minimum standards. However, personnel who meet Army standards and fail to meet the unit standards may not be punished or disciplined.

Weight control program-command responsibilities. AR 600-9, The Army Weight Control Program, states commanders were responsible to ensure all members of their command maintained proper weight, body composition, and personal appearance. At a minimum, personnel will be weighed when they take the APFT or at least every 6 months. Soldiers that exceeded the Army standard would be entered in a weight

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control program (WCP); soldiers who still exceed body fat standards and who have not shown satisfactory progress in weight reduction will be subject to separation from the Service.

Weight control program-program requirements. AR 600-9, the Army Weight Control Program, Paragraph 17, states that at a minimum, personnel are to be weighed when they take the Army Physical Fitness Test (APFT), or at least every 6 months. It required soldiers who exceed body fat standards be entered in a weight control program. Soldiers who exceeded the body fat standard and did not make satisfactory progress in weight reduction were to be subject to separation from the Service.

Weight control program-overweight officers prohibited from command. AR 600-9, Paragraph 17, the Army Weight Control Program, states officers are precluded from assignments to command if they do not meet the body composition standards of the regulation.

Cardiovascular screening. AR 1-501, Standards of Medical fitness, dated 1 July 1987, states routine medical examinations would be used as the vehicle for accomplishing the initial cardiovascular screening for personnel 40 years of age and over. Personnel 40 years of age and over were not required to begin a physical training program or be tested prior to cardiovascular screening.

Cardiovascular screening (USAR). AR 1-501, Standards of Medical fitness, dated 15 May 1989, states that cardiovascular screening for all USAR soldiers would be accomplished at the first physical exam on or immediately after the 40th birthday. Members of the USAR would be given medical exams every four years.

IV. Personnel management

Proponent involvement in personnel management. AR 600-3, The Army Personnel Proponent System, states Personnel proponents will advise and assist the CG, U.S. Total Army Personnel Command (PERSCOM). They will deal with their career fields in a collective sense. They will not exercise any authority over individual personnel management decisions normally the responsibility of the CG, PERSCOM.

Proponent involvement in officer selection boards. AR 600-3, The Army Personnel Proponent System, states that to protect the integrity of the DA officer selection system, personnel proponents are not permitted to communicate with the boards, individual board members, or personnel involved in the board process. Subsection G.2, DoD Directive 1320.12, dated 3 June 1987, with Change 1, dated 29 NOV 89, states, "All communications intended to express the views of the Service Secretary, the senior uniformed member of the Service concerned, or other superior authority to the members of a selection board shall be put in writing, furnished to each

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member, and made a part of the board record. Communications regarding particular officers are expressly forbidden, unless unusual circumstances exist that would preclude the officer's performance from being documented in the official record (i.e., sensitive classified mission, etc.)."

Communications with boards. Subsection G.2, DoD Directive 1320.2, dated 3 June 1987, with Change 1, dated 29 November 1989, states, "All communications intended to express the views of the Service Secretary, the senior uniformed member of the Service concerned, or other superior authority to the members of a selection board shall be put in writing, furnished to each member, and made a part of the board record. Communications regarding particular officers are expressly forbidden, unless unusual circumstances exist that would preclude the officer's performance from being documented in the official record (i.e., sensitive classified mission, etc.)."

Officer evaluation reports-annual requirement for. AR 623-105, Officer Evaluation Reporting System, states an annual evaluation report is mandatory on completion of 1 calendar year of duty following the "THRU" date of the last report submitted. Reports must be forwarded as soon as possible to U.S. Total Army Personnel Command (PERSCOM), but not later than 90 days after the ending date of the OER.

Officer evaluation reports-relief reports. Paragraph 3-13b(3), AR 623-105, Officer Evaluations, states: "All relief reports (paragraph 4-28, 5-18) will be reviewed by the first U.S. Army officer in the chain of command who is senior to the individual directing the relief. If the relief is directed by the rater or intermediate rater, the senior rater, provided he or she is a U.S. Army officer, will perform the review."

Officer evaluation reports-verification requirements. AR 623-105, Officer Evaluation Reporting System, dated 15 November 1981, states:

- (a) The rated officer's signature verifies the accuracy of the rating officials.
- (b) The signature of each rating official verifies all entries on the form at the time they sign their respective signatures.

Relief for cause policy. Paragraph 2-15, AR 600-20, states: "The relief of an individual for cause is one of the most serious steps taken. It is preceded with formal counseling by the commander or supervisor unless such action is not deemed appropriate under the circumstances . . . If a relief from cause action is contemplated on the basis of an informal investigation under AR 15-6, the referral and comment procedures of that regulation must be followed prior to the act of initiating or directing the relief. This does not preclude a temporary suspension for assigned duties pending completion of the procedural safeguards contained in AR 15-6."

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Passes. AR 600-8-10, Personnel Absences: Leaves and Passes, dated 15 July 1984 states regular passes may be granted to deserving soldiers. Commanders were to exercise sufficient discretionary authority to make the pass policy effective.

V. Reserve components

Active duty for training (ADT)-policy. Paragraph 4-1b, AR 135-200, states: "The primary purpose and content of ADT is training. Benefit to the organization is incidental. ADT will not be used to meet real or perceived manpower shortages to perform organizational missions or administration, or to augment the Active Army."

Active duty for special work (ADSW)-policy. Paragraph 6-2, AR 135-200, states: "ADSW (active duty for special work) is established to clearly distinguish between tours intended for the training of individual soldiers (ADT) and tours intended to accomplish ARNG and USAR work projects." Table 6-1, AR 135-200, a guide to the types of duty tours performed in ADT and ADSW status, indicated that activities such as command and staff visits, conference participation to prepare for military tasks, and organizational work should be performed in an ADSW status.

Joint ADT/IDT. Paragraph 3-15, AR 140-1, Army Reserve Mission Organization, and Training, states that when conducting joint training (either annual training (AT) or ADT in conjunction with IDT):

The IDT with either AT or ADT will provide for travel when the duty is to be at a place other than the normal IDT site (home station). Area commanders may authorize the use of AT or ADT combined with IDT to perform duty at the individual's home station. This is provided the soldier resides within reasonable commuting distance. Authority may not be further delegated. The use of joint AT or ADT with IDT will not be used solely to provide travel time to home station to attend the IDT assembly.

"Tours of duty must be more than 1 day's duration, since IDT cannot be credited in the same day as an AT or ADT period. The CG, FORSCOM or OCONUS Army commander may name those units that may use this type of training to carry out their missions."

[note: Area commanders specified in this regulation are: Continental United States Army (CONUSA) commanders; CG, WESTCOM; CG, USARJ/IX Corps; CG, EUSA; CDR, 193d Brigade (Panama); CG, 6th ID; CINCUSAREUR. This regulation also specifies that area commanders command USAR troop program units (TPU), reserve training units (RTU), and individual mobilization augmentee (IMA) detachments within their geographic area.]

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Additional inactive duty for training (IDT) periods-policy. Paragraph 3-14a, AR 140-1, states: "Additional IDT periods are intended to improve readiness by providing necessary training for soldiers and units to attain and maintain the designated level of readiness. These periods supplement the 48 regularly-scheduled IDT assemblies by providing additional time to conduct required activities, such as training, administrative actions, staff supervision of training and readiness, and preparation for training."

Unit training assemblies (UTA)-limitations. Paragraph 3-4, AR 140-1, limited units to 48 Unit Training Assemblies (UTA), a form of IDT, each fiscal year. Each UTA was a 4-hour block of training. UTAs can be performed as Multiple Unit Training Assemblies (MUTA).

Readiness management assemblies (RMA)-policy. Paragraph 314-1, AR 140-1, states Readiness Management Assemblies (RMA), a type of IDT, may be used to support ongoing day-to-day operations, accomplish unit administration, prepare for training, and conduct support activities and maintenance. It further prohibited the use of RMAs for training and limited an individual to 24 RMAs per year.

Travel pay from domicile to home station. Paragraph 3-8.1, AR 140-1, and paragraph 1-10b, AR 140-10, Army Reserve Assignments, Attachments, Details, and Transfers, both states: "Round-trip travel from home to perform IDT at the unit to which USAR soldiers are assigned or attached, will be at the individual's expense. The USAR has no responsibility to provide transportation in these cases."

Travel pay from domicile to ADT/ADSW. Appendix B, AR 135-200, Army National Guard and Army Reserve Active Duty for Training, and Active Duty for Special Work of Individual Soldiers, states that soldiers are paid for travel to and from ADT if they do not live within commuting distance.

USAR personnel attendance at meetings of private organizations. Paragraph 3-33, AR 140-1, states: "The CG, FORSCOM, or appropriate OCONUS Army commander may authorize USAR soldiers to attend meetings of private organizations at which technical, scientific, or professional information is disseminated or discussed; these organizations will be independent of Federal, State, or local government agencies. (Authority may be delegated to ARCOM or GOCOM (general officer command) commanders or OCONUS USAR commander of the senior command in the applicable area.) Attendance will be authorized at government expense only when the information or knowledge to be gained will primarily benefit accomplishment of the approving authority's organizational mission."

ADT reporting and release dates. Section II, AR 135-200, states that the only date shown on orders is the reporting date. Entry date is the date the soldier begins travel and is determined by the reporting date and travel time computed in accordance with

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travel regulations. Release date is determined by adding the number of days ADT shown on the orders plus travel time to the report date.

Government liability for injuries to a reservist while traveling. appendix B, AR 135-200, states that the government would not be liable should a reservist be injured when traveling in advance of or after authorized travel time.

Marksmanship competition programs. Chapter 7, AR 140-1, states that the primary purpose of the marksmanship competition program is to enhance marksmanship training.

USAR officer assignments-transfer to control group. Paragraph 4-4a, AR 140-10, states: "An officer or warrant officer who is not obligated to serve in a troop program unit (TPU), an IMA assignment, or on active duty in an AGR status, by statute of contract may be reassigned to Control Group (Reinf) on request."

Promotion of AGR officers. Paragraph 7-1a, AR 140-30, Active Duty in Support of the United States Army Reserve (USAR) and Active Guard Reserve (AGR) Management Program, states: "Officers in AGR status may be selected for promotion regardless of attachment but may not be promoted unless the officer is presently in an attachment requiring a higher grade than one currently held by the officer (10 USC 3380)."

USAR officer assignments-tenure. Paragraph 2-18, AR 140-10, states: "Officers may be assigned to a command or principal staff position in the same or similar units for no more than 3 years." The regulation does not prohibit assignment from one staff position to another or to a position that would be considered career progression.

Rescheduled training (RST)-policy. Paragraph 3-12, AR 140-1, states: "Rescheduled training (RST) will enhance the ability of the unit to perform its assigned mission. Commanders should use the RST to increase flexibility in scheduling training activities that directly affect their unit training status. Commanders will ensure RST is not abused and that the soldier or subsection performing RST is contributing directly to the unit's mission." It goes on to state that RSTs must be approved in advance of the UTA or MUTA for which they are substituted, that commanders should use RST when they believe a training activity can be better accomplished at a time, date, and location other than a UTA or MUTA, and that individuals may request an RST under the same circumstances.

VI. Command issues

Relationships between soldiers of different ranks. Paragraph 4-14, AR 600-20, Army Command Policy, states:

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a. "Relationships between soldiers of different rank that involve, or give the appearance of, partiality or preferential treatment are prejudicial to good order, discipline, and morale; and it is Army policy that such relationships will be avoided." It directs commanders and supervisors to take action as appropriate if relationships between soldiers of different rank cause actual or perceived partiality or unfairness.

b. The policy applies to all relationships between soldiers of different rank. Any social or duty relationship may result in an impropriety. Soldiers must remain aware that relationships between soldiers of different rank may lead to perceptions of favoritism or influence. The appearance of impropriety can be as damaging as actual misconduct.

c. When the senior has authority over the lower ranking soldier or the capability to influence actions, assignments, or other benefits, there is strong justification for restraint on social, commercial, or duty relationships. When the senior does not have this authority or capacity, social relationships are not inherently improper; however, even these relationships can lead to perceptions of favoritism under certain circumstances.

Sexual harassment-violation of impartiality. Paragraph 6-4, AR 600-20, Army Command Policy, referred to sexual harassment as a type of sex discrimination. It states that sexual harassment violated acceptable standards of integrity and impartiality required of all Army personnel and interfered with mission accomplishment and unit cohesion. One example cited was deliberate or repeated verbal comments or gestures of a sexual nature that are offensive to the person to whom addressed.

Sexual harassment-description of. AR 600-20, Army Command Policy, states any soldier is engaging in sexual harassment who through behavior of a sexual nature attempts to control, influence, or affect the career, pay, or job of a soldier; or who makes deliberate or repeated verbal comments or gestures of a sexual nature that are offensive to the person to whom addressed.

Sexual harassment-defined as discrimination. AR 600-20, Paragraph 6-4, Army Command Policy, states: "The policy of the U.S. Army is to provide equal opportunity and treatment for soldiers and their families without regard to race, color, religion, gender, or national origin and to provide an environment free of sexual harassment. Sexual harassment is a type of sex discrimination that involves conduct of a sexual nature, when such conduct creates an intimidating, hostile, or offensive environment."

Sexual harassment-as maltreatment. Article 93, Uniform Code of Military Justice (UCMJ), 10 USC, section 893, states, "Any person subject to this chapter who is guilty of cruelty toward, or oppression or maltreatment of, any person subject to his orders shall be punished as a court-martial may direct." Sexual harassment was listed as an offense under this article.

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Political activities. AR 600-20, Paragraph 5-3(2a), Army Command Policy, states soldiers may not use their official authority or influence to interfere with an election, affect the course of its outcome, solicit votes for a particular candidate or issue, or require or solicit political contributions from others.

Toleration of misconduct by leaders. AR 600-20, Army Command Policy, states it is the responsibility of all Army leaders, whether they are on or off duty, to take action against military personnel in any case where the soldier's conduct violates good order and military discipline.

VII. Standards of conduct

Recommending improper expenditure of funds. DOD 5500.7-R, prohibited DA personnel from making or recommending any expenditure of funds or from taking or recommending any action known or believed to be in violation of U.S. laws, Executive orders, applicable directives, instructions, or regulations. (Use only for allegations of incidents that occurred before 3 FEB 93)

Using office for private gain-appearance of. DOD 5500.7-R, directs Department of the Army personnel to avoid any action, whether or not specifically prohibited by the regulation that might result in or reasonably be expected to create the appearance of using public office for private gain. (Use only for allegations of incidents that occurred before 3 FEB 93)

Use of office for private gain-appearance of. Executive Order 12674, Joint Ethics Regulation, states the Principles of Ethical Conduct that included, "Employees shall not use public office for private gain." The principles also states, "Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards promulgated pursuant to this order."

Preferential treatment. Executive Order 12674, DoD Joint Ethics Regulation, states in its Principles of Ethical Conduct that DoD employees shall act impartially and not give preferential treatment to any private organization or individual. The Regulation also states that DoD employees should avoid actions that give the appearance that they are violating the law or Ethical Principles.

Preferential treatment-prohibition of. Paragraph 4-14, AR 600-20, Army Command Policy, states: "Relationships between soldiers of different rank that involve, or give the appearance of, partiality, preferential treatment, or the improper use of rank or position for personal gain, are prejudicial to good order, discipline, and high unit morale. It is Army policy that such relationships be avoided."

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Preferential treatment-prohibition of. DOD 5500.7-R, directs Department of the Army personnel to avoid any action, whether or not specifically prohibited by the regulation that might result in or reasonably be expected to create the appearance of giving preferential treatment to any person or entity. (Use only for allegations of incidents that occurred before 3 FEB 93)

Impeding government efficiency or economy. DOD 5500.7-R, directs Department of the Army personnel to avoid any action, whether or not specifically prohibited by the regulation that might result in or reasonably be expected to create the appearance of impeding Government efficiency or economy. (Use only for allegations of incidents that occurred before 3 FEB 93)

Loss of independence or impartiality. DOD 5500.7-R, directs Department of the Army personnel to avoid any action, whether or not specifically prohibited by the regulation that might result in or reasonably be expected to create the appearance of losing independence or impartiality. (Use only for allegations of incidents that occurred before 3 FEB 93)

Adversely affecting public confidence. DOD 5500.7-R, Standards of Conduct, states DA personnel will avoid any action, whether or not specifically prohibited by this regulation, that might result in or reasonably be expected to affect adversely the confidence of the public in the integrity of the government." (Use only for allegations of incidents that occurred before 3 FEB 93)

Making decision outside official channels. DOD 5500.7-R, directs Department of the Army personnel to avoid any action, whether or not specifically prohibited by the regulation that might result in or reasonably be expected to create the appearance of making a Government decision outside official channels. (Use only for allegations of incidents that occurred before 3 FEB 93)

Integrity of government. DOD 5500.7-R, directs Department of the Army personnel to avoid any action, whether or not specifically prohibited by the regulation that might result in or reasonably be expected to create the appearance of affecting adversely the confidence of the public in the integrity of the Government. (Use only for allegations of incidents that occurred before 3 FEB 93)

Conflict of interest. DOD 5500.7-R states DA personnel will not have or retain any direct financial interest that creates a conflict or the appearance of conflict between their private interests and the public interests of the United States as it relates to their official duties and responsibilities. This regulation further advised that a direct or indirect financial interest in a defense-related contractor, in any amount and in any form (e.g., common stock, bonds, options), may give rise to an impermissible actual or apparent conflict of interest. (Use only for allegations of incidents that occurred before 3 FEB 93)

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Note: Examples of circumstances that may result in actual or apparent conflict of interests are provided in Appendix E of this regulation. One example is that of an officer who was a member of the Department of the Army's Select Committee (SELCOM) and owned stock in a corporation that may be affected by the SELCOM's decisions.

Conflict of interest. 18 USC, section 208, states whoever, being an officer or employee of the executive branch of the United States Government, participates personally and substantially as a Government officer or employee, through decision, approval, disapproval, recommendation, the rendering of advice, investigation, or otherwise, in a particular matter in which, to his knowledge, he or his spouse has a financial interest, shall be subject to the penalties set forth in section 216 of Title 18.

Conflict of interest. 5 CFR Section 2635.402, Joint Ethics Regulation states that an employee is prohibited by criminal statute, 18 USC 208A from participating personally and substantially in an official capacity in any particular matter in which, to his knowledge, he or any person whose interests are imputed to him under this statute has a financial interest, if the particular matter will have a direct and predictable effect on that interest. Imputed interests included the employee's spouse, minor children, general partner, an organization or entity in which the employee serves as officer, director, trustee, general partner, or employee, and a person with whom the employee is negotiating for or has an arrangement concerning prospective employment. Paragraph 5-301 of the JER applied similar provisions to enlisted soldiers.

Using position for private gain. DOD 5500.7-R, states, "DA personnel are prohibited from using their official positions to induce, coerce, or in any way influence any person, including subordinates, to provide any unauthorized benefits, financial or otherwise, to themselves or others." (Use only for allegations of incidents that occurred before 3 FEB 93).

Using Position for Private Gain. 5 CFR, Section 2635.702, Joint Ethics Regulation states an employee shall not use his public office for his own private gain, for the endorsement of any product, service, or enterprise, or for the private gain of friends, relatives, or persons with whom the employee is affiliated in a non governmental capacity, including nonprofit organizations of which the employee is an officer or member, and persons with whom the employ has or seeks employment of business relations. The regulation also limited the use of official title or position to imply a governmental sanction or endorsement and to use nonpublic information to further his private interests of the private interests of others.

Gratuities. DOD 5500.7-R, states DA personnel and their families will not solicit, accept, or agree to accept any gratuity for themselves, members of their families, or others, either directly or indirectly from a defense contractor or any source who seeks

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business with any DOD component. An exception is granted for acceptance of unsolicited advertising or promotional items less than \$10 in retail value. (Use only for allegations of incidents that occurred before 3 FEB 93).

Gratuities. Executive Order 12674, included in the Joint Ethics Regulation, states that DoD employees shall not solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the employee's agency or whose interests may be substantially affected by the performance or nonperformance of the employee's duties. Gifts offered because of a personal relationship were excluded from this prohibition. Additionally, employees were permitted to accept a gift or gifts with an aggregate value of less than \$20 per occasion and less than \$50 per year.

Contributions. DOD 5500.7-R, states, "DA personnel will not solicit a contribution from other DOD personnel for a gift to an official superior, make a donation or a gift to an official superior, or accept a gift or donation from DOD subordinate personnel." The regulation did not prohibit giving or accepting truly voluntary gifts or contributions of minimal value (\$200) on special occasions, if the gift acquired is primarily of a sentimental nature. (Use only for allegations of incidents that occurred before 3 FEB 93)

Use of government facilities. DOD 5500.7-R, states, "Government facilities, property, and work assistance will be used only for official Government business. This includes but is not limited to stationery, stenographic services, typing assistance, duplication and chauffeur services, and computer facilities. DA personnel will not directly or indirectly use, or allow the use of, Government property of any kind, including property leased to the Government, for other than official purposes. This prohibition applies where the individual either knew or should have known that the property or service in question belonged to the Government." (Use only for allegations of incidents that occurred before 3 FEB 93)

Use of government facilities. Paragraph 3-305 of the Joint Ethics Regulations prohibited the use of government assets, employees, or property to support personal participation by DoD employees in non-Federal activities. The regulation permitted the use of resources by an employee to prepare papers and articles for professional societies and learned associations if the paper or article was related to employee's official position and preparation did not interfere with the performance of official duties. The regulation permitted the occasional use of government telephone systems. The regulation also permitted the Agency Designees to authorize personal use of government word processing equipment if a legitimate public interest were served, use of the equipment would enhance the skill of DoD employee in his current position, the use would be made only during personal time, and the use did not interfere with any official duties.

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Fundraising and membership drives. The DoD Joint Ethics Regulation states that DoD officials shall not support and DoD employees shall not endorse or officially participate in membership and fund drives except for Combined Federal Campaign, Army Emergency Relief, emergency and disaster relief appeals approved by Office of Personnel Management, and other organizations composed of DoD employees and their dependents when fundraising among their own members for the benefit of their own members when approved by the head of the DOD component command or organization.

Honoraria. 5 CFR 2636, Subpart B, Joint Ethics Regulation states that an individual may not receive any honorarium while the individual is a DoD employee. It defined honorarium as payment of money or anything of value for an appearance, speech, or article. The regulation states that honoraria did not include meals or other incidents of attendance at events (including waiver of fees), travel expenses, actual expenses of typing, editing, and reproduction, salaries paid on a continuing basis, compensation for teaching a course, or payment for a series of three or more appearances, articles, or speeches, providing the subject matter was not directly related to the employee's official duties.

Government efficiency and economy. 5 CFR 2635, Joint Ethics Regulation, states that an employee has a duty to protect and conserve Government property and shall not use such property or allow its use, for other than official purposes. Government property included telephones and telecommunications equipment and services, data processing equipment, vehicles, mails, office supplies, printing and reproduction equipment, and records. It also states that an employee should use his official time in an honest effort to perform official duties. Employees were also prohibited from encouraging, directing, coercing, or requesting subordinates use official time for activities other than those required in the performance of their official duties are authorized by regulation.

Gifts-limitations on gifts from subordinates. Paragraph 2-303a, DoD Joint Ethics Regulation, states that a DoD employee may accept a gift or gifts from other DOD employees on special, infrequent occasions. However, the employees may not accept a gift or gifts exceeding an aggregate fair market value of \$300 from a group of DoD employees if he knew or had reason to know the group included a subordinate. The cost of food, refreshments, and entertainment for the DoD employee and his guests were not included in the \$300 limit. Additionally, the regulation states that the value of gifts from two or more donating groups were to be aggregated if the DoD employee receiving the gifts knew or had reason to know that a subordinate was a member of more than one of the donating groups.

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Gifts-requirement for contributions to be voluntary. Paragraph 2-203b, DoD Joint Ethics Regulation states that a DoD employee may solicit other DoD employees for contributions for a gift to superiors on special, frequent occasions. However, contributions were to be voluntary and were not to exceed \$10. A nominal amount for food, refreshments, and entertainment could be solicited, not subject to the \$10 limitation.

Solicited sales-prohibition of. Paragraph 5-409, DoD Joint Ethics Regulation, states that a DoD employee shall not make solicited sales to DoD personnel who were junior in grade or position. Sales made in commercial retail establishments and sale or lease of non-commercial personal property and real estate, absent any coercion or intimidation, were not included in this prohibition. The prohibition included solicited sales of insurance, stocks, mutual funds, real estate, cosmetics, household supplies, vitamins and other goods and services.

Solicited sales-by spouse. Paragraph 5-409, DoD Joint Ethics Regulation, states that solicited sales by a spouse of a DoD employee should be avoided when in caused actual or perceived partiality or unfairness, involved actual or apparent use of rank or position for personal gain, or otherwise undermined discipline, morale, or authority. The Joint Ethics Regulation required the supervisor of the DoD employee whose spouse engaged in solicited sales to consult with an Ethics Counselor.

Gambling-prohibition of. Paragraph 2-303, DoD Joint Ethics Regulation, prohibited DoD employees from gambling on government owned or leased property or while on duty. Private wages among DoD employees were exempted from this prohibition if they were based upon a personal relationship, transacted entirely within assigned government quarters, and within limitations of local laws. "On duty" is defined for military members as "present for duty".

Use of telephones-limitations on personal use. Paragraph 2-301, DoD Joint Ethics Regulation, states that government telephones could be used by a DoD employee to make personal calls if the calls: did not adversely affect the performance of official duties; were of reasonable frequency and duration; could not have reasonably been made at other times; if long distance did not result in charges to the government.

VIII. Miscellaneous

Lawful general orders. Article 92, Uniform Code of Military Justice (UCMJ), 10 USC, section 892, states, "Any person subject to this chapter who violates or fails to obey any lawful general order or regulation . . . shall be punished as a court-martial may direct." The elements of such an offense were:

- (a) There was in effect a certain lawful regulation.

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(b) The accused had a duty to obey it.

(c) The accused violated or failed to obey the regulation.

Use of alcohol at social activities. AR 600-85 states alcohol should not become the purpose of focus of any military social activity. Abuse or excessive use of alcohol will not be condoned. It is the responsibility of each individual to conform to Army standards of conduct and performance of duty.

Nepotism. Section 3110, Title 5, United States Code (USC), states a public official, to include a member of the uniformed service, may not appoint, employ, promote, advance, or advocate for appointment, employment, promotion, or advancement in or to a civilian position in the agency in which he is serving, any individual who is a relative of the public official.

Nepotism. AR 690-300, Employment (Civilian Personnel), and Federal Personnel Manual (FPM), Chapter 310-3, implemented section 3110, Title 5, USC.

False official statement-signing of. Article 107, Uniform Code of Military Justice (UCMJ), states that any military person who, with intent to deceive, signs any false official document, knowing it to be false, shall be punished by court-martial.

False official statement-making of. 18 USC, section 1001, states that whoever within the jurisdiction of any agency of the United States knowingly and willfully makes any false statements, representations or writing shall be fined or imprisoned.

False claim. Article 132, Uniform Code of Military Justice (UCMJ), states any person who, knowing it to be false or fraudulent, presents to any person in the military service, for approval or payment, any claim against the United States, or who for the purpose of obtaining the approval, allowance, or payment of any claim against the United States, makes or uses any writing or other paper knowing it to contain any false or fraudulent statements shall, upon conviction, be punished as a court-martial may direct.

Sale/loss/destruction of government property. Article 108, Uniform Code of Military Justice (UCMJ), Military property of the United States--sale, loss, damage, destruction, or wrongful disposition, states any person subject to this chapter who, willfully or through neglect, suffers military property to be lost, sold, or wrongfully disposed of, shall be punished as a court-martial may direct. Military property is all property, real or personal, owned, held or used by one of the military departments of the United States. The willful or negligent sufferance specified by this article includes deliberate violation or intentional disregard of some specific law, regulation, or order.

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Property accountability. AR 735-5, Paragraph 2-8(b), Property Accountability: Basic Policies and Procedures for Property Accountability, dated 1 September 1983, states all persons entrusted with Government Property were responsible for its custody, care, and safekeeping.

Property accountability (command responsibility). AR 735-5, Paragraph 2-8(b), Property Accountability: Basic Policies and Procedures for Property Accountability, dated 1 September 1983, states commanders at all levels were to ensure compliance with all policies and procedures prescribed by this regulation. It states that command responsibility was the obligation of a commander to ensure proper care and safekeeping of government property.

Larceny. Article 121, Uniform Code of Military Justice (UCMJ), Larceny and wrongful appropriation, states any person subject to this chapter who wrongfully takes, obtains, or withholds, by any means, from the possession of the owner any money, personal property, or article of value of any kind with the intent to permanently deprive or defraud another person of the use and benefit of the property or to appropriate it to his own use, steals that property and is guilty of larceny.

Conduct unbecoming an officer. Article 133, Uniform Code of Military Justice (UCMJ), 10 USC, section 933, states conduct unbecoming an officer and a gentleman is action or behavior in an official capacity which dishonored or disgraced the person as an officer and seriously compromised the officer's character as a gentleman, or in an unofficial capacity which dishonored the officer personally and seriously compromised his standing as an officer.

Discreditable conduct. Article 134, Uniform Code of Military Justice (UCMJ), 10 USC, section 934, makes punishable acts not specifically covered in any other article of the code. It states all disorders and neglects to the prejudice of good order and discipline in the armed forces and all conduct of a nature to bring discredit upon the armed forces shall be punishable under this article.

Disrespect toward a superior commissioned officer. Article 89, UCMJ, prohibited behavior that detracts from the respect due the authority and person of a superior commissioned officer. Disrespect by words could be conveyed by abusive epithets or other contemptuous words and language. Truth was no defense. Disrespect by acts included neglecting the customary salute, or showing a marked disdain, indifference, insolence, impertinence, undue familiarity, or other rudeness in the presence of a superior officer.

Adultery. Article 134, Uniform Code of Military Justice (UCMJ), prohibits adultery. The UCMC states essential elements of adultery are: "That the accused wrongfully had sexual intercourse with a certain person; that, at the time, the accused or the other

Table V-1. Most commonly asked legal issues

person was married to someone else; and that, under the circumstances, the conduct of the accused was to the prejudice of good order and discipline in the armed forces or was of a nature to bring discredit upon the armed forces."

Reprisals-policy. IG, DOD, Guide 7050.6, dated 30 September 1992/ (IG, DOD, Guide to Military Reprisal Investigations), states:

(a) Reprisal was defined as taking or threatening to take an unfavorable personnel action or withholding or threatening to withhold a favorable personnel action against a military member for making or preparing a protected disclosure.

(b) A protected disclosure was defined as a lawful communication to a Member of Congress, any IG, or a member of a DOD audit, inspection, investigation, or law enforcement organization in which the military member makes a complaint or discloses information that the military member reasonably believes evidences a violation of law or regulation, mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety.

(c) A personnel action was defined as any action taken regarding a military member that affects or has the potential to affect the military member's current position or career. Such actions included, but were not limited to promotion; disciplinary or other corrective action; transfer or reassignment; performance evaluation; decision concerning pay, benefits, awards, or training; or any other significant change in duties or responsibilities inconsistent with the military member's rank.

(d) Investigations of allegations of reprisal should answer four questions:

(1) Did the military member make a disclosure protected by statute?

(2) Was an unfavorable personnel action taken or threatened, or was a favorable action withheld or threatened to be withheld following the protected disclosure?

(3) Did the official(s) responsible for taking, withholding or threatening the personnel action know about the protected disclosure?

(4) Does the evidence establish the personnel action would have been taken, withheld or threatened if the protected disclosure had not been made? It was the responsibility of management officials involved to demonstrate that the action was legitimate and would have been taken if the protected disclosure had not been made.

Table V-1. Most commonly asked legal issues

Reprisal-protection from. Title 10, United States Code, section 1034(c)(2), stipulated the requirements to safeguard and protect those people who come forward and make complaints alleging systemic improprieties or individual improprieties by superiors.

Reprisal-prohibition of. AR 20-1, Paragraph 1-10, Inspector General Activities and Procedures, prohibited taking reprisal against someone for lawfully communicating with an IG. It states any person subject to this regulation will not take or threaten to take an adverse action, or withhold or threaten to withhold a favorable action, as a reprisal against a person who lawfully communicates with an IG.

AR15-6 investigations-responsibilities and safeguards. AR 15-6, Paragraph 1-5, states: "It is the duty of the investigating officer or board to ascertain and consider the evidence on all sides of each issue, thoroughly and impartially." Paragraph 1-8c states: ". . . when adverse administrative action is contemplated against an individual . . . the appropriate military authority must observe the following minimum safeguards before taking final action against the individual:

"Notify the person in writing of the proposed adverse action and provide a copy, if not previously provided, to that part of the findings and recommendations of the investigation or board and the supporting evidence on which the proposed adverse action is based.

"Give the person a reasonable opportunity to reply in writing and to submit relevant rebuttal material.

"Review and evaluate the person's response."

Dereliction of duty. Article 92, Uniform Code of Military Justice (UCMJ), states a person is derelict in the performance of duties when that person willfully or negligently fails to perform that person's duties or when that person performs them in a culpably inefficient manner. Negligently means an act or omission of a person who is under a duty to use due care which exhibits a lack of that degree of care that a reasonably prudent person would have exercised under similar circumstances.

Management of general officer quarters-limitations on O&M costs. AR 210-13, Paragraph 1-5f(1-3), General/Flag Officer's Quarters (GFOQ) and Installation Commander's Quarters (ICQ) Management, prescribes policies and procedures for management of general and flag officer quarters. AR 210-13 states the total of all Operation & Maintenance (O&M) obligations on each GFOQ is limited to \$25,000 per year unless specifically reported to and approved by Congress. Installations can approve repairs and renovations that do not exceed \$25,000. An economic analysis has to be conducted when renovations are made to a floor before the expiration of its life cycle.

Table V-1. Most commonly asked legal issues

Management of general officer quarters-limitations on R&M costs. AR 210-13, General/Flag Officer's Quarters (GFOQ) and Installation Commander's Quarters (ICQ) Management, states all identified major maintenance and repair (M&R) costs that do not exceed \$15,000 in a single year do not require an economic analysis prior to installation approval.

Attendance at private meetings. AR 1-211, Paragraph 4, Attendance of Military and Civilian Personnel at Private Organization Meetings, states: "Attendance at meetings at Government expense will be authorized only when the information gained will substantially benefit the approving authority's mission. Speaker or participant support and attendance should not selectively benefit or favor any individual, corporation, political organization, or commercial venture." It further states approval authority for overseas to CONUS travel was "OCONUS commanders of major Army commands. (This authority may not be delegated.)"

Speaking engagements. AR 360-61, Community Relations, defined official military events as military-sponsored events having as their principal purpose the promotion of esprit de corps. Such events include social events held on military installations. The regulation defined speaking engagements as any prearranged affair, including an official military event, where a military member of any DA component speaks on an Army subject within that member's official knowledge. Costs incident to speaking engagements are to be paid by the command furnishing the speaker, and travel to distant points for speaking may be authorized where participation by a member of the command is clearly in the best interest of the Army or where the very nature of the audience and occasion clearly justifies the presence of a member of the command.

Participation in private associations. JER states "Participation (in activities of private associations) will be upon such basis as will avoid . . . the use of the name of the U.S. Government by a private organization, voluntary association, or corporation, implying the sponsorship of such an organization by the Government without authority of Congress."

Participation in private organizations. AR 600-20 states, "DA recognizes, supports and benefits from the activities of many worthy organizations, associations, and clubs . . . In supporting such organizations and associations, post commanders and heads of DA staff agencies will prohibit any practice that involves or implies DA sponsorship of the organization and its activities."

4. Commander's responsibilities. Ensure compliance with the following policies.

5. Points of contact.

- a. Proponents for each regulation.
- b. Local Ethics Counselor, SJA

Appendix W

Mental Health Evaluations (MHEs)

1. References.

- a. DOD Directive 7050.6, Military Whistleblower Protection.
- b. DOD Directive 6490.1, Mental Health Evaluations of Members of The Armed Forces.
- c. AR 40-501, Standards of Fitness.

2. Definitions. Terms used in the DOD Directive are defined in Enclosure 2 to DOD Directive 6490-1.

3. Department of Defense Policy.

- a. A commanding officer shall consult with a mental health professional before referring a member for a mental health evaluation (MHE) to be conducted on an outpatient basis. (Enclosure 3 to DOD Directive 6490-1).
- b. A member has certain rights when referred for a MHE and additional rights when admitted to a treatment facility for an emergency or involuntary mental health evaluation. (Enclosure 3 to DOD Directive 6490-1).
- c. No person shall refer a member for an MHE as a reprisal for making or preparing a lawful communication to a Member of Congress, any appropriate authority in the chain of command of the member, an IG, or a member of a DOD audit, inspection, investigation, or law enforcement organization.
- d. No person shall restrict a member from lawfully communicating with an IG, attorney, Member of Congress, or others about the member's referral for an MHE.
- e. Violations of paragraphs 3c and 3d above by any person subject to the UCMJ are punishable as a violation of Article 92 of the UCMJ, and violations by civilian employees are punishable under regulations governing civilian disciplinary or adverse actions.
- f. Nothing in these procedures shall be construed to limit the authority of a commander to refer members for emergency MHEs and/or treatment when circumstances suggest the need for such action.

4. Commander's Responsibilities.

- a. Become familiar with the DOD Directive 6490-1 and AR 40-501.
- b. Ensure members are not referred for MHEs as reprisal for whistle blowing.
- c. Follow the requirements in Enclosure 3 to DOD Directive 6490-1.
- d. Consult with mental health professionals before referring members for MHEs.

5. General Guidelines for Referral for MHEs

- a. Consult with a Mental Health Care Provider (MHCP).
- b. If there is no MHCP available, consult a physician or senior privileged non-physician provider.
- c. For *non-emergency referrals*, forward a memorandum requesting a mental health evaluation to the Commander of medical treatment facility or clinic.
- d. If the commanding officer is the commander of the medical treatment facility or clinic, they send the request to the Chairman of the Mental Health Department.
- e. For *non-emergency MHEs* the following will occur:
 - (1) At least two days in advance for non-emergency MHEs provide a memorandum to the service member that includes:
 - (a) Description of the behavior or verbal communications.
 - (b) Names of the mental health care providers consulted.
 - (c) Notification of service member's statement of rights.
 - (d) Date, time, and place of MHE and the name and rank of MHCP.
 - (e) Titles and telephone numbers.
 - (f) Name and signature of commander.
 - (2) The service member acknowledges that they were advised of the reasons and their rights by signing the memorandum.
 - (3) If the service member refuses or declines, the commander must state why.

(4) Commander must provide copies of the memorandum to the service member and MHCP.

(5) Do not offer the service member an opportunity to waive his/her rights to receive a written memorandum and statement of rights.

f. For emergency MHEs, the following will occur:

(1) First priority: protect the service member and potential victims from harm.

(2) Prior to referral, try to consult MHCP, or other privileged health care provider (HCP).

(3) Safely get service member to the provider.

(4) As soon as practical, provide service member a memorandum and statement of rights.

(5) If the provider cannot be contacted before transporting the service member, forward the memorandum to the provider as soon as possible.

6. Service Member Rights.

a. For *non-emergency* MHEs:

(1) Consult an attorney.

(2) Request an IG investigation.

(3) Seek a second opinion by MHCP.

(4) No restrictions to communicate to IG, Member of Congress, or others about the referral for MHE.

(5) Must have at least two days, except in emergencies, to consult with an IG, attorney, chaplain, or other appropriate party.

(6) Provide reasons for not complying with above rights.

b. Involuntary Psychiatric Hospitalization:

(1) Commander will coordinate with Health Care Provider (HCPs), as soon as possible, to inform service member of reasons for admission (evaluation or treatment), likely consequences, and service member's rights.

(2) Service member can contact relative, friend, chaplain, attorney, and/or an IG as soon as possible after admission.

(3) Within 24 hours, service member will be evaluated.

(4) If continued hospitalization is determined, the attending psychiatrist will notify the service member of the reasons orally and in writing.

(5) There will be a review of the circumstances and clinical indications leading to involuntary psychiatric hospitalization and continuation of treatment.

(6) Within 72 hours, the psychiatrist will review the factors leading to involuntary admission and assess continued treatment.

(7) Review documents and examine the service member.

(8) Notify the service member of his/her right to legal representation.

7. Point of Contact. Community Mental Health.

Appendix X Phantom Time Program

1. Reference. III Corps Command Policy Memorandum G1-99-02, dated 7 July 1999.
2. III Corps Policy.
 - a. All Fort Hood units will provide Phantom Time beginning at 1500 on Thursday until 0630 on Friday.
 - b. To ensure effectiveness of this program, leaders will adhere to the following:
 - (1) All nonessential training, maintaining, and in-garrison functions cease at 1500 each Thursday.
 - (2) MSC commanders, commanders of tenant activities, Corps staff chiefs and Garrison staff directors will identify functions and missions that should remain operational after 1500 on Thursday.
3. General Information.
 - a. All personnel should be released from duty at 1500 each Thursday.
 - b. Training schedules will reflect Phantom Time and any approval to work personnel during Phantom Time.
 - c. Phantom Time is the commander's way to allow soldiers time to spend with their families because of long workdays and numerous field exercises.
 - d. Only MSCs, Corps staff chiefs, Garrison staff directors, and tenant commanders can approve exceptions. The Chief of Staff may approve exceptions for the Command Group.
4. Commander's Responsibilities.
 - a. Ensure personnel are released on time.
 - b. Ensure training schedules reflect Phantom Time and (when appropriate) approval to work during Phantom Time.
 - c. Ensure proper approval is obtained prior to working during Phantom Time.
 - d. Ensure all units comply with the Corps Commander's policy memorandum.
5. Point of Contact. III Corps ACoS, G-1

Appendix Y

Physical Fitness Training

1. References.

- a. AR 350-41, Training in Units.
- b. FM 21-20, Physical Fitness Training.
- c. DA PAM 350-41, Commanders Handbook on Physical Fitness.

2. Department of the Army Policy.

a. Conditioning for combat readiness is the focus of all physical fitness training. Commanders must design unit programs to take the base level fitness defined by the APFT and raise it to meet or exceed mission related physical performance requirements.

b. Commanders will conduct physical fitness programs that enhance the soldier's ability to complete essential individual combat tasks. Preparation for the APFT is of secondary importance according to AR 350-1.

c. Commanders may establish unit APFT standards that exceed Army minimum standards. However, soldiers that fail to meet these unit standards may not be punished or disciplined, but are eligible for special programs designed to overcome weaknesses. Conduct special programs during duty hours (Monday through Friday, 0630-1700) for those soldiers in the overweight program who failed the APFT or who require additional assistance. A soldier should not conduct special population PT more than twice per day, at the commander's discretion. Commanders should tailor these programs according to FM 21-20. Units that establish higher standards should do so based on unit missions requiring soldiers to be more than minimally fit (generally Ranger, Light Infantry, Long Range Surveillance Detachments, and similar type units).

d. Soldiers that fail to meet APFT or *mission-related* physical fitness standards are subject to the same administrative action as they are for inability to perform any other mission-essential task.

e. Units will conduct PT at least three to five times per week. *Physical training is conducted during the normal duty day.* Muscular strength and endurance session should be conducted a minimum of three times per week. In addition, any aerobic activity which results in soldiers maintaining their training heart rate, (FM 21-20, Chapter 2), for a minimum of 20 minutes, three-five times per week is adequate to maintain cardio respiratory fitness.

f. Soldiers will not participate in PT that violates a current, valid physical profile. Commanders should talk frequently with unit physicians (PAs) to fully understand the intent or conditions of the profile and to determine what is appropriate for the soldier. All profiles are not a blanket exemption from participating in PT.

g. Special programs are appropriate for soldiers who have difficulty meeting unit or Army standards. These programs will not be punitive in nature. They must be designed to meet individual needs to overcome specific weakness. Commanders should *avoid* placing all soldiers that exceed body fat standards or have fitness problems into the same category with the expectation that more exercise will automatically result in decreased body fat.

h. Special population PT. Conduct special population PT during duty hours (Monday through Friday, 0630-1700) for those soldiers who failed the APFT or who require additional assistance, e.g. Weight Control Program or Pregnancy PT. Based on the fitness principles outlined in FM 21-20, soldiers should only conduct PT more than once per day if medical personnel and a Master Fitness Trainer are consulted beforehand to design a program that allows for adequate muscle group recovery.

i. All soldiers, age 40 and over, will be evaluated for coronary heart disease risk factors as part of their periodic physical examination. The medical procedures for the cardiovascular screening process (CVSP) are outlined in AR 40-501. It is a soldier's responsibility to ensure the CVSP is conducted in a timely manner. Soldiers that are not cleared may continue their current level of exercise during the evaluation process, including participation in unit or individual programs, but will not be permitted to take the APFT until cleared.

3. Commander's Responsibilities.

a. Establish and conduct physical fitness programs consistent with AR 350-41, FM 21-20, and the unit's mission.

b. Become familiar with the principles, procedures, and guidelines in FM 21-20.

c. Establish special programs for soldiers that fail to meet Army and unit physical fitness standards.

d. Take appropriate administrative action against soldiers that fail to meet Army or mission-related physical fitness requirements. (AR 600-8-2, Flags and/or AR 601-280, Bars)

4. Army Physical Fitness Test (APFT).

a. All soldiers must take the APFT regardless of their age.

b. The APFT is a three-event physical performance test to assess muscular endurance and cardio respiratory (CR) fitness.

c. Commanders are responsible for ensuring that their soldiers are physically fit. Testing, inspection, observation, and medical examinations are ways to assess unit fitness (AR 350-15).

5. APFT Test Administration.

a. The APFT must be administered properly and to standard in order to accurately evaluate a soldier's physical fitness (FM 21-20, Chapter 14) (Test results are used for personnel actions).

b. Commanders must ensure the OIC or NCOIC have the required equipment at the training site according to FM 21-20.

c. The APFT must be properly supervised to ensure that its objectives are met.

d. Testers must be totally familiar with the instructions for each event and trained to administer the test (FM 21-20, Chapter 14).

e. Training videotape, 21-191 should be used for training those who administer the APFT (<http://dodimagery.afis.osd.mil/>).

6. Test Sites.

a. The test site should be fairly flat and free of debris (FM 21-20).

b. Commander should become familiar with the three approved APFT sites at Fort Hood (Fort Hood Regulation 350-1).

7. Alternate APFT Events.

a. Alternate APFT events assess the aerobic fitness and muscular endurance of soldiers with permanent medical profiles or long term (greater than three months) temporary profiles who cannot take the regular, three-event APFT.

b. Commanders should administer alternate APFT events according to FM 21-20, Chapter 14.

8. Points of Contact.

a. Unit Master Fitness Trainer.

b. Battalion S-1 Personnel.

Appendix Z Physical Profiles

1. References.

- a. AR 40-501, Standards of Medical Fitness.
- b. AR 350-41, Training in Units.
- c. AR 600-60, Physical Performance Evaluation System.
- d. AR 635-40, Physical Evaluation for Retention, Retirement, or Separation.
- e. FM 21-20, Physical Fitness Training.
- f. AR 600-6, Individual Sick Slip (DD Form 689).

2. Department of the Army Policy.

Permanent Profiles

a. Physical profiling is the Army's method of classifying a soldier's functional ability. Every soldier has a permanent profile. Soldiers receive their permanent physical profile at the time of enlistment, appointment or induction.

(1) A physical profile is made up of six factors: physical capacity; upper extremities; lower extremities; hearing and ears; eyes; and psychiatric. The letters P-U-L-H-E-S represents these factors.

(2) Each factor is rated on scale of 1 to 4. These factors represent limits to classification or assignment:

- 1 = no limitations;
- 2 = possible limitations;
- 3 = limitations required;
- 4 = drastic limits to military duties.

b. A permanent change to a soldier's profile must be made by one of the following: physician; dentist, optometrist; podiatrist; or audiologist. Commanders of Army medical treatment facilities must designate individuals as profiling officers.

c. Designated profiling officers make changes to a soldier's profile using DA Form 3349 (Physical Profile). The profiling officer indicates duty limitations in block 3. These limitations must be legible, specific, and in lay terms.

d. A physical profile board (PPBD) reviews the decisions of profiling officers for the MTF commander. Once a PPBD rules on a profile, that decision is official. PPBDs review profiling decisions, permanent change of profile to or from a "3" or "4", return to duty after six months of hospitalization, or a profile rating of "2" that requires significant assignment limitations. The MTF commander directs a review in controversial cases, and upon a request from the unit commander.

e. The commander or profiling officer will refer soldiers getting a new permanent "3" or "4" profile rating in one or more PULHES factors to an MOS/Medical Retention Board (MMRB) for evaluation. The MMRB determines if a soldier can perform duties in a worldwide field environment. The MMRB recommends one of the following to the convening authority:

(1) Retain the soldier in Primary Military Occupational Specialty (PMOS) or specialty code. The soldier is returned to duty within the limits of the profile.

(2) Reclassify the soldier. If the convening authority agrees, U.S. Army PERSCOM will evaluate the soldier for reclassification.

(3) Probationary status. The MMRB will re-evaluate the soldier within six months.

(4) Referral to the Army's physical disability system.

f. Commanders or personnel management officers will determine proper assignment and duty based on a soldier's profile, assignment limitations, grade, and MOS.

g. Physical training for soldiers with permanent profile limitations.

(1) The profiling officer will prescribe a physical training program using the DA Form 3349. The commander and Master Fitness Trainer should participate in this decision. The program should include dietary guidance.

(2) FM 21-20, Chapter 14 provides guidance on alternate aerobic events for the APFT for soldiers who cannot run. *An aerobic event must be taken to receive a "go" on the APFT.*

(3) Soldiers do not take alternate events for the sit-up or push-up. If a profile prohibits either or both of these events, they are eliminated from the test and the soldier only takes the aerobic event.

(4) When an event is eliminated or an alternate is substituted, the soldier receives only a 'GO/NO GO' for the APFT.

(5) Soldiers get 3 months to prepare for the alternate test. The preparation period starts on either the day the profile was approved or the date an alternate test was recommended by health care personnel.

Temporary Profiles

a. Temporary profiles are intended to allow soldiers to properly recover from illness or injury. Commanders must consult with medical personnel to determine what physical training and duty requirements the profiled soldier can perform. The intent of a profile is to assist the soldier in fully returning to duty in the fastest, safest manner possible. A profile does not constitute a blanket authority to miss PT or avoid normal duty.

b. A soldier should perform their normal duties to the maximum extent permitted by the profile.

c. MFT or commanders should provide profiled soldiers with guidance on reconditioning exercises and diet for the duration of the profile.

d. Commanders should provide an alternate aerobic activity for soldiers with profiles that prohibit running. FM 21-20, Chapter 2 provides alternate aerobic activities.

e. Profiled soldiers do not take the APFT if their profile prohibits them from participating in any APFT event. Once the profile period ends, the soldier is authorized a training period twice the length of the profile (not more than 90 days) to prepare for the APFT. If a scheduled APFT occurs during the profile period, the soldier is given a mandatory APFT date. (FM 21-20, Chapter 14).

f. Temporary profiling of soldiers is limited to physicians, dentists, podiatrists, audiologists, physical therapists, physician's assistants, nurse midwives, and nurse practitioners. (AR 40-501, paragraph 7-6).

g. Physician's assistants, nurse midwives, and nurse practitioners may only award temporary profiles for a period of 30 days or less. A physician must confirm profiles longer than 30 days or extensions of profiles beyond 30 days, except for pregnancy. (AR 40-501, paragraph 7-6).

h. Soldiers with temporary profiles of 3 months or more may be administered the alternate APFT. Profiled soldiers are given 3 months to prepare for the alternate test from either the date of the profile or the date recommended by health care personnel. The alternate test is outlined in FM 21-20, Chapter 11.

i. Profiling Pregnant Soldiers:

(1) The intent for profiling pregnant soldiers is to protect the fetus while ensuring the productive utilization of the soldiers. Common sense, good judgment, and

cooperation must prevail between policy, patient, and patient's commander to ensure a viable program.

(2) Once physician or a midwife confirms a pregnancy, he or she will initiate prenatal care for the patient and issue a physical profile. The profiling officer should ensure the unit commander is provided a copy of the profile.

(3) Upon termination of pregnancy, and prior to convalescent leave, postpartum soldier will be issued a postpartum profile. The temporary profile will be for six months and will restrict physical fitness with the unit. Soldiers may do physical training at their own pace upon clearing it with the physician.

3. Commander's Responsibilities.

a. Ensure all soldiers are utilized to the fullest extent possible within the limits of their profile.

b. Coordinate with health care personnel to maintain, monitor, and improve the health and physical abilities of assigned personnel.

c. Become thoroughly familiar with AR 635-40 and the Army Physical Disability Evaluation System when one of their soldiers is entered into the process.

d. Refer soldiers to a PPBD when their profile does not correctly reflect their functional ability.

4. Points of Contact.

a. Officer or NCO in charge of your supporting Troop Medical Clinic.

b. Battalion S-1.

c. Patient Administration Division at the Medical Treatment Facility.

Appendix AA Pregnancy Counseling

1. References.

- a. AR 600-20, Command Policy.
- b. AR 135-91, Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures.
- c. AR 600-8-24. Officer Transfers and Discharges.
- d. AR 635-200, Enlisted Personnel.
- e. Fort Hood Regulation 600-24. Officer Transfers and Discharges.

2. Department of the Army Policy.

a. Commanders will ensure that the following soldiers are identified and counseled using DA Form 5304-R (Family Care Counseling Checklist) and when applicable, DA Form 5305-R (Statement of Understanding and Responsibility).

(1) Pregnant soldiers will be counseled according to AR 135-91, AR 635-100, or AR 635-200.

(2) The commander will counsel dual-service parents on active duty and in Reserve Components.

(a) Married to a member of the Army or another service. Dual-service parents are, when practicable, counseled together.

(b) Have joint physical and legal custody of one or more children under age 18.

(c) Have family members incapable of self-care regardless of age.

(3) Single parents of all active duty and Reserve Components will be counseled when one or more of the following apply:

(a) Have no spouse or are legally separated from the spouse.

(b) Have physical and legal custody of one or more children under age 18.

b. Soldiers must arrange for the care of their family members so as to-

(1) Be available for duty when and where the needs of the Service dictate.

(2) Be able to perform assigned military duties without interference.

(3) Remain eligible for worldwide assignment.

3. Commander's Responsibilities.

a. Stress the obligations in b above. Ensure soldiers know they do not receive special consideration in duty assignments or duty stations based on their responsibility for family members.

b. Counsel enlisted soldiers regarding voluntary and involuntary separation under provisions in AR 135-178, chapter 4, or AR 635-200, chapters 5 and 6, whenever parenthood interferes with military responsibilities.

c. Bar soldiers for reenlistment purposes for failure to provide an approved family care plan (FCP), or for failure to manage family affairs according to AR 140-11, chapter 1, AR 601-280, chapter 65, or NGR 600-200, chapter 7.

d. Counsel officers regarding voluntary and involuntary separation under provisions of AR 135-175, chapter 2, or AR 635-100, chapters 3 and 5, whenever parenthood interferes with military responsibilities.

e. Counsel all single parent soldiers and dual-service parents if they receive instructions for an OCONUS assignment and plan to take their family members or if they have children born during an OCONUS assignment that -

(1) They must arrange for a guardian to care for their dependent family members in CONUS in the event their family members are evacuated from OCONUS.

(2) Prior to departure or within 60 days of the birth(s), require soldiers to complete DA Form 5305-R, providing the name, address, and telephone number of a person in CONUS designated as guardian for dependent family members.

(3) Advise soldier that is unable to provide required names that he or she will be ineligible for family travel and will be deployed on "all others" tours. This soldier, if a careerist, is barred from reenlistment.

f. Have affected soldiers complete DA Form 5305-R within 2 months of the date of counseling or within 2 months of the child's birthday.

g. Encourage soldiers who are not required to sign DA Form 5304-R or submit DA Form 5305-R to maintain a personal FCP.

h. Approve or disapprove an FCP based on the following:

(1) The soldier explained, to the satisfaction of the commander, their plans for circumstances listed on DA Form 5305-R and that such plans are reasonable and workable.

(2) The FCP reflects a reasonable and workable solution for each contingency listed on DA Form 5305-R.

(3) The soldier's status as a single parent or dual-service parent has not interfered with the performance of military duties.

(4) The soldier is available for worldwide assignment.

i. Provide the soldier a copy of the approved FCP. If the FCP is disapproved, give the soldier a chance to submit additional documentation.

j. Maintain the FCP on a soldier 90 days following their departure from the unit.

k. Recertify the FCP periodically but, at a minimum, during the anniversary of the soldier's birth month. It is revised after any change of circumstances requiring a change in family care arrangements.

l. Test the validity of the FCP regularly (i.e., during exercises, alerts, and other unit activities) to ensure information is current.

4. Point of Contact. Unit First Sergeant or Commander.

Appendix BB

Promotions - Enlisted and Officers

1. References.

- a. AR 600-8-19, Enlisted Promotions and Reductions.
- b. Interim Change I01, AR 600-8-19, Enlisted Promotions and Reductions.
- c. AR 600-200, Enlisted Personnel.
- d. AR 600-8-29, Officer Promotions
- e. AR 25-400-2, The Modern Army Record Keeping System (MARKS).
- f. FORSCOM Guidance; 35 percent of fully eligible on promotion standing list.
- g. HQDA MSG; Rules to identify soldiers for recommendation for promotion to SGT/SSG.
- h. HQDA MSG; Change in policy for the promotion of PFC and SPC.

2. Department of the Army Policy. The purpose of the Army's Enlisted and Officer Promotion System is to fill authorized spaces with the best-qualified soldiers. It provides for career progression and rank that is in line with potential. It precludes promoting the soldier who is not productive or not best qualified, thus providing an equitable system for all soldiers.

3. General Information.

a. Enlisted. There are numerous work tasks in the promotion process. Those procedures will not be discussed as they are listed in detail in the promotions regulation. However, commanders should become familiar with the decentralized promotion criteria (PV2-SPC) specified in MILPER Message 96-103 and AR 600-8-19, Chapter 2 and the semi centralized criteria (SGT-SSG), specified in Chapter 3. A thorough knowledge of Time in Service (TIS)/Time in Grade (TIG) requirements for each grade is necessary for commanders to make informed decisions relevant to their soldiers. The following TIS/TIG requirements are general in nature:

(1) Decentralized Advancements (PV2-SPC).

(a) Advancement to PV2 is 6 months TIS 4 months may be waived. Normal advancement to PV2 is done automatically unless the commander submits a DA Form 4187 prior to the effective date to deny the advancement. In addition, a DA Form 4187 is required for advancement to PV2 with a waiver.

(b) For advancement to PFC, there is a 12 month TIS (6 months may be waived) and a 4 month TIG requirement (2 months may be waived). EFFECTIVE 1 OCT 2000, normal advancement to PFC is done automatically, unless the commander submits a DA Form 4187 prior to the effective date to deny the advancement to PFC is done automatically, unless the commander submits a DA Form 4187 prior to the effective date to deny the advancement. In addition, a DA Form 4187 is required for advancement to PFC with a waiver.

(c) For advancement to SPC, there is a 26 month TIS (8 months may be waived) and a 6 month TIG requirement (3 months may be waived). EFFECTIVE 1 OCT 2000, normal advancement to SPC is done automatically, unless the commander submits a DA Form 4187 prior to the effective date to deny the advancement. In addition, a DA Form 4187 is required for advancement to SPC with a waiver.

(2) Semi-centralized Promotions (SGT-SSG).

(a) EFFECTIVE 1 OCT 2000 time requirements for promotion to SGT and SSG are changed as indicated.

(b) Requirements for promotion to SGT include 34 months TIS (secondary zone-18 months), 8 months TIG (secondary zone-4 months), and 32 months TIS for board appearance (secondary zone-16 months).

(c) Requirements for promotion to SSG include 82 months TIS (secondary-48 months), 8 months TIG (secondary-5 months), 80 months TIS for board appearance (secondary-46 months), and 8 months TIG for board appearance (secondary-6 months)

(3) Area in which errors are commonly found is counseling and mentoring. Both play an important role in the promotion process. Soldiers must know what is expected of them, what to strive for, and what areas to improve in order to achieve promotion. Unit commanders often fail to counsel soldiers who are fully qualified for promotion without waivers. According to AR 600-8-19, I01, paragraph 3-12g, unit commanders will ensure that soldiers who are eligible for advancement, without waiver, but not recommended, are counseled in writing. Counseling will take place as follows:

(a) Initially when soldier attains eligibility.

(b) Periodically (at least every 90 days). Counseling should be directed towards those areas in which the soldier needs to improve in order to qualify for the next higher grade. Copies of the documented counseling must be forwarded to the promotion authority.

(4) Secondary Zone. Soldiers do not have a right to compete for promotion upon attaining secondary zone status. The secondary zone provides incentives to those who strive for excellence. It is for soldiers whose accomplishments, demonstrated abilities for leadership, and marked potential warrant promotion ahead

of their peers. Soldiers recommended for promotion in the secondary zone must be outstanding.

(5) Flagging Actions. Soldiers must be in a promotable status to be promoted. Often soldiers continue to remain flagged after the flagging action has been finalized. Commanders must ensure that flags are removed promptly when finalized. Use the SIDPERS AAA-195, Suspension of Favorable Personnel Actions Report received from the S1, to monitor the unit's flagged soldiers.

(6) Promotion Boards. A common error found concerns appointment of board members. The promotion authority, not the president of the board, appoints board members. Additionally, boarded soldiers not recommended for promotion or not having enough points to obtain list status must be counseled.

(7) Promotion Records. Records must be kept in accordance with disposition instructions in AR 25-400-2.

(8) Waiver Allocations. Errors in computing waiver allocations are often encountered. Steps for computing waiver allocations are contained in AR 600-8-19, table 2-3. The AAA-117 must be reconciled with gains and losses prior to computing.

(9) Grade Change Transactions. Must be submitted with C01 Report to the servicing Personnel Services Battalion NLT the 20th of each month.

b. Officer. To be considered for promotion by a selection board, an officer must be on the active duty list (ADL) on the day the board convenes. Officers on suspension of favorable personnel actions (AR 600-8-2) or in a non-promotable status (para 1-19) remain eligible for consideration.

(1) Promotion eligibility is determined by the DCSPER and approved by the SA. For centralized promotions, eligibility is based on an officer's active date of rank (ADOR) and time in grade (TIG). For decentralized promotions, the officer's promotion eligibility date (PED) is also a determinant. (see AR 600-8-29, chapter 2 for determining ADOR for 2LTs and WO1s; for all other officers, see same regulation, section V).

(a) WO1 to CW2. There is no minimum TIG requirements for officers to be considered for promotion to CW2; however, they must have at least two years TIG including service credit, if applicable, to be promoted. Furthermore, WO must serve 18 months on active duty in the grade of WO1 before promotion to CW2.

(b) To CW3 – CW5. These officers may not be considered for promotion to the next higher grade until they have completed three years of active duty in their current grade.

(c) To 1LT and CPT. The law establishes no minimum TIG requirements for consideration for promotion; however, an officer must have at least 18 month TIG to be promoted to 1LT and two years TIG to be promoted to CPT (10 USC 619). The TIG

requirement for promotion to 1LT has been extended to two years by the authority of the SA.

(d) To MAJ - LTC. These officers must serve at least three years TIG to be considered for promotion. This requirement may be waived by the SA, for consideration from the below the zone, IAW 10 USC 619(a)(4).

(e) COL and BG. Officers must serve one year TIG to be considered for promotion. If selected, they may be promoted without regard to any additional TIG requirements.

(2) Officers in the following categories are not eligible for consideration by a promotion selection board:

(a) Officers whose established separation or retirement date falls within 90 days after the date on which the board is convened (10 USC 577 and 619).

(b) 1LTs twice not selected for promotion to CPT.

(c) Warrant Officers (WOs) twice not selected for promotion to CW3 - CW5 and not selectively continued.

(d) Chief Warrant Officers with less than three years of active duty service in their current grade (10 USC 574).

(e) Commissioned officers with less than one year of continuous active duty (since their most recent placement on the ADL) before the board convenes (10 USC 619(c)).

(f) Officers currently on active duty based on a recall from retired status.

(3) Approving Promotion Board Recommendations. Promotion boards make recommendations to the President of the United States. The President has delegated authority to the Secretary of Defense to approve or disapprove promotion board reports. The SA has authority to approve or disapprove promotion board reports for WOs promotion, and all selective continuation, and promotion board review boards. The Senate must confirm promotions to the grade of major and above (10 USC 624(c)).

(4) Promotion Lists. The names of those officers recommended and approved for promotion are placed, in order of their seniority on the ADL, on promotion lists published by PERSCOM. Separate lists will be published and maintained for each board. A commissioned officer who was on a promotion list in one competitive category and, before promotion, is transferred to a different competitive category will be promoted from the competitive category as a result of the transfer.

(5) Failure to be selected for promotion. An officer on the ADL who has failed to be selected for promotion to CW3-CW5 and CPT - LTC a second time will be subject to one of the following:

(a) Discharged according to AR 635-120 or released from active duty according to AR 635-100.

(b) Retired under any provision of law, if eligible, on the date requested by the officer and approved by proper authority.

(c) Retained on active duty (if a commissioned officer) until qualified for retirement if, on the date the officer would otherwise have been discharged, he or she is within two years of qualifying for retirement.

(d) Retained on active duty (if a warrant officer) until qualified for retirement if he or she is within two years of qualifying for retirement on the date the Secretary of the Army approves the board report.

(e) Selectively continued under the provisions of paragraph 1-14.

4. Commander's Responsibilities.

- a. Ensure battalion S-1 personnel complete required administrative actions.
- b. Ensure soldiers who are not recommended but fully qualified receive counseling.
- c. Be thoroughly familiar with regulatory guidance on promotions.

5. Points of Contact.

- a. Adjutant/Personnel Sergeant, S-1.
- b. Unit Commander or First Sergeant.

Appendix CC

Religious Accommodations

1. References.

- a. AR 600-20, Army Command Policy.
- b. DA Pam 600-75.

2. Department of the Army Policy.

The Army places a high value on the rights of its soldiers to observe tenets of their respective religions. It is the Army's policy to approve requests for accommodation of religious practices when they will not have an adverse impact on military readiness, unit cohesion, standards, health, safety, or discipline, or otherwise interfere with the performance of the soldier's military duties. However, accommodation of a soldier's religious practices cannot be guaranteed at all times but must depend on military necessity.

3. General Information.

a. Religious worship. Sunday morning is not the only recognized or designated time for worship for military personnel. Some religious groups observe a 24-hour Sabbath beginning at sundown on Friday and ending at sundown on Saturday, when they are required to refrain from certain activities. Other religious groups conduct worship services at various times during the week and weekend. Duration of services differs between religious groups. Commanders are encouraged to accommodate the unique religious worship requirements of their soldiers when mission requirements permit, allowing them the time and opportunity to worship according to their customs and practices. Exceptions to normal duty hours may be necessary in some cases.

b. Religious events. Certain religious holy days or other observances are established at times of obligation or significant events in the life of a religious group. Particular festivals, rituals, historic reenactments, or religious seasons may be as important or even more important than weekly worship. When possible, commanders should consider granting time off, exceptions to normal duty hours, passes, or ordinary leave for soldiers to participate in activities.

c. Religious dietary practices. Some religious groups have tenets that prohibit eating specific foods or prescribe the manner in which food is prepared. Other groups require times of fasting or abstinence from certain foods at all or specific times rather than require eating only a few select foods. Some soldiers may need to request approval for separate rations on the basis of strict dietary requirements. Others may simply need to request arrangement for messing at dining facilities that operate at other than normal meal times or to request reimbursement for missed meals during required

fast times. Commanders should be aware of what provisions can be made by the servicing dining facilities and what alternative provisions can be authorized for soldiers with requests for religious dietary accommodations.

d. Religious medical practices. Some religious groups require medical self-care, prohibit immunizations, blood transfusions, surgery, or autopsy. Other groups require certain religious ministrations or procedures to be accomplished at the time of death or in relation to preparation of the body for burial. Some groups are strongly opposed to or prohibit cremation. Soldiers who observe such religious requirements or practices should be fully aware of the provisions of AR 600-20. They should ensure that their commanders are aware and submit a request for religious accommodation, when applicable.

e. Religious wear and appearance practices.

(1) Some religious groups require the wearing of religious articles. Some of these articles are not visible as they are worn under normal outer clothing; others are highly visible, such as headgear, garments, and adornments (necklaces, bracelets, pins, and so forth). Soldiers will meet the requirements of the neat, conservative, discrete, subdued, and nonpermanent criteria listed in AR 600-20, paragraph 5-6. Articles must not be a substitute for, replace, or interfere with the normal wear or appearance of items of the Army uniform as outlined in AR 670-1.

(2) Some religious groups require individual piety and modesty in dress; for example, the covering of arms and legs or women not wearing male clothing. Commanders may accommodate such religious practices that do not pose health or safety hazards. Uniformity is an important military consideration. Uniformity should not be the overriding reason for denying all requests for exception to wear and appearance policy based on sincere religious practices.

(3) The practice of wearing uncut hair and beards and permanent jewelry (items not readily removable such as welded bracelets) is prohibited because of health and safety reasons, even if based on sincere religious convictions. AR 600-20, paragraph 5-6, governs continuance of prior exceptions.

4. Commander's Responsibilities.

a. Ensure the request for religious accommodation is sincere, consistently practiced, and religion-based.

b. Ensure the request for religious accommodation does not have an adverse impact on military readiness, unit cohesion, standards, health, safety, or discipline.

5. Points of Contact.

a. Unit Commander or First Sergeant.

b. Unit Chaplain.

Appendix DD**Security of Arms, Ammunition, and Explosives (AA&E) and Night Vision Devices (NVD)**

1. References.

- a. AR 190-11, Physical Security of Arms, Ammunition and Explosives
- b. AR 190-51, Security of Unclassified Army Property (Sensitive and Non-sensitive)
- c. Fort Hood Regulation 190-3,

2. Department of the Army Policy.

- a. Arms rooms will be protected by an Intrusion Detection System (IDS) or under 24-hour surveillance. If IDS fails, constant, unobstructed observance of the arms storage structure is required.
- b. All arms in arms rooms will further be secured in racks or containers with approved padlocks. Night vision devices (NVDs) will also be stored in containers within the arms room if ample space is available.
- c. All NVDs will be treated like weapons for security purposes.
- d. A hand receipt is required to account for all AA&E and NVDs. Armorers will conduct visual counts of all AA&E and NVDs upon opening the arms rooms. A weekly serial number inventory will be conducted of all AA&E, NVDs, and other sensitive or high-dollar items.
- e. A daily closing inventory count will be conducted by a responsible individual (other than the armorer) appointed by the commander at the close of business on each day the arms room has been accessed.
- f. Arms and NVDs signed out of the arms storage facility for maintenance on DA Form 2407/DA Form 5504 (Maintenance Request) will be physically viewed within 72-hours after the weapon was turned in to the maintenance or repair facility. This check will be done by a responsible Staff Sergeant or above, and recorded on a memorandum, signed and dated by that individual, and filed in the unit arms room.
- g. The Key Control Officer will issue all locks and keys for the arms room to the Primary Arms Room Custodian on DA Form 2062.
- h. The armorer will account for AA&E keys on the opening and closing inventories using DA Form 2062.

i. The armorer will conduct a semiannual serial number inventory of all AA&E keys on DA Form 5513-R.

3. General Information.

a. A videotape is available for viewing in the Military Police Station or the Physical Security Office that provides specific guidance on physical security requirements.

b. Check sheets, SOPs, deficiencies and recommendations, etc., are available on the III Corps Provost Marshal, Physical Security Branch, e-mail public folder.

4. Commander's Responsibilities.

a. Become familiar with regulatory requirements.

b. Personally, ensure inventories and accountability of AA&E and NVDs is performed daily according to references.

5. Points of Contact.

a. Chief, Force Protection Services Division, see Table C-1.

b. Supervisory Physical Security Specialist, see Table C-1.

Appendix EE

Sergeant's Time Training

1. References.

- a. III Corps and Fort Hood Regulation 350-1.
- b. FORSCOM Regulation 350-41.

2. III Corps Policy.

- a. Sergeant's Time Training is mission essential task list (METL) oriented, uninterrupted, soldier training provided by the first-line leader weekly.
- b. Sergeant's Time Training must prepare the individual soldier to be proficient in their MOS-related tasks.
- c. The focus of Sergeant's Time Training will be soldier to crew/squad/section level to support unit METL and the commander's battle focus.

3. General Information.

- a. Sergeant's Time is each week, on Thursday, for a minimum of five continuous hours.
- b. Participation of all soldiers and their first line supervisors is mandatory.
- c. All units and personnel not directly involved in red cycle taskings will conduct Sergeant's Time Training. Otherwise, red cycle units will support requirements as tasked.
- d. The battalion commander or the first LTC in the chain of command can excuse individual soldiers from Sergeant's Time Training.
- e. Brigade commanders are the approving authority for canceling Sergeant's Time Training. Assistant division commanders, or the III Corps Deputy Commanding General for non-divisional battalions, are the approving authorities for separate battalions.

4. Commander's Responsibilities.

- a. Commanders provide intent, develop quarterly training plans (at the company level) in coordination with the NCO leadership and monitor training execution to ensure Sergeant's Time Training remains focused on the link between the unit METL and the soldier tasks which support it.

b. The company commander, in conjunction with the NCO leadership, develops a three- month training program.

c. The battalion commander approves each company's quarterly Sergeant's Time Training program and any changes.

5. Points of Contact.

a. Corps G-3 Training.

b. Battalion S-3

Appendix FF

Sexual Harassment

1. Reference. AR 600-20, Command Policy.

2. Department of the Army Policy.

a. Army policy is to provide equal opportunity and treatment for soldiers, civilian employees, and their families without regard to race, color, religion, gender, or national origin and to provide an environment free of sexual harassment. This policy applies both on and off post, during duty and non-duty hours. It applies to working, living, and recreational environments (including both on and off-post housing).

b. Sexual harassment violates acceptable standards of integrity and impartiality required of all Army personnel. It interferes with mission accomplishment and unit cohesion and will not be engaged in by soldiers or DA civilians.

3. General Information.

a. The biggest factor contributing to improper sexual treatment is the lack of understanding of what sexual harassment is. There isn't always a clear distinction between what is and what is not sexual harassment. Opinions vary between what actions are acceptable and what actions are prohibited. Therefore, the recipient of harassment must ensure they plainly communicate that such action or verbiage, is unacceptable and will not be tolerated. If verbiage or actions continue, report it to the commander immediately.

b. Sexual harassment is a form of gender discrimination that involves unwelcome (*"Unwelcome is determined by the recipient"*) sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when any of the following occurs:

(1) Submission to, or rejection of, such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career.

(2) Submission to, or rejection of, such conduct by a person is used as a basis for career or employment decisions affecting that person.

(3) Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment.

c. Any person in a supervisory or command position who uses or allows implicit or explicit sexual behavior to control, influence, or affect the career, pay, or job of a soldier or civilian employee is engaging in sexual harassment. Similarly, any soldier or civilian

employee who makes deliberate or repeated unwelcome verbal comments, gestures, or physical contact of a sexual nature is engaging in sexual harassment.

4. Points of Contact.
 - a. Equal Opportunity Representative or Office.
 - b. Chain of Command.
 - c. Unit Chaplain

Appendix GG

Support of Family Members and Dependents

1. References.

- a. AR 608-99, Family Support, Child Custody, and Paternity.
- b. Department of Defense Financial Management Regulation, Volume 7A, Chapter 26.

2. Department of the Army Policy.

a. Financial nonsupport of family members is an official matter of concern. *This is a command issue.*

b. Soldiers are required to manage their personal affairs satisfactorily. This responsibility includes:

- (1) Providing adequate and continuous support for their family members.
- (2) Complying with all court orders.
- (3) Maintaining reasonable contact with family members to ensure their financial needs are being met.

c. Soldiers *must* provide child support and/or alimony under the following circumstances:

- (1) Court orders regarding child support, alimony, and paternity.
- (2) The financial support provisions of a written support agreement in the absence of a court order.
- (3) If there is no court order or written support agreement, the soldier must comply with the minimum support provisions of AR 608-99, paragraph 2-6.

d. Soldiers cannot use their military status or assignment to deny financial support to family members or to evade court orders concerning child support or custody.

e. The provisions of AR 608-99 are intended as *interim* measures until the parties involved arrive at a mutual agreement or resolve their differences in court.

f. Violations of the minimum support requirements of AR 608-99, paragraph 2-6 or child custody provisions of paragraph 2-9 are punishable under Article 92, UCMJ.

g. Minimum support is defined as an amount of money equal to the Basic Allowance for Quarters (BAQ) at the “with dependents rate” for which the soldier is eligible. However, a soldier’s entitlement or lack of entitlement to such allowances has no relationship to their obligation to provide support, paragraph 1-7b.

h. A commander has no authority to excuse a soldier from complying with the interim support requirements of AR 608-99, except as listed in paragraph 2-11.

i. Soldiers cannot fall into arrears without violating AR 608-99, paragraph 2-5. Soldiers who fall into arrears by violating AR 608-99, may be punished accordingly. Although the collection of arrearages based on the financial support provision of a court order or written support agreement may be enforced in court, there is no legal means for the military to enforce collection of BAQ arrearages. Nevertheless, in all cases, soldiers should be strongly encouraged, but not ordered, to pay arrearages.

3. Commander’s Responsibilities.

a. Inform their soldiers of the DA policy on support of family members.

b. Process and respond to complaints of nonsupport in accordance with AR 608-99, paragraph 3-1.

c. Counsel soldiers when nonsupport complaints are brought against them.

d. Respond to all official messages and correspondence concerning nonsupport claims.

e. Conduct inquiries into allegations of nonsupport.

f. Take appropriate action against soldiers that fail to comply with AR 608-99 or lawful orders based on that regulation. Confer with the Staff Judge Advocate if there are any questions concerning “appropriate action.” These actions include, but are not limited to, the following:

(1) Counseling.

(2) Admonition.

(3) Memorandum of Reprimand (MPRJ or OMPF filing).

(4) Bar to reenlistment.

(5) Administrative separation from the service.

(6) Nonjudicial punishment under UCMJ, Art 15.

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(7) Courts martial.

4. Point of Contact. SJA.

Appendix HH

Weight Control Program

1. References.

- a. AR 600-9, Weight Control Program.
- b. AR 600-8-2, Suspension of Favorable Personnel Actions.
- c. AR 635-100, Officer Personnel.
- d. AR 635-200, Enlisted Personnel.

2. Department of the Army Policy.

a. Each individual soldier is responsible for meeting the standards in AR 600-9. Commanders and supervisors will monitor all members of their command to ensure they maintain proper body weight, body composition (body fat in relation to weight) and personal appearance.

b. Excessive body fat indicates a lack of personal discipline, detracts from military appearance, and may indicate a poor state of health, fitness, or stamina. Self discipline to maintain proper weight distribution and high standards of appearance are essential to every soldier in the Army.

c. Soldiers will conform to the body fat standards in AR 600-9, paragraph 20c. Soldiers that exceed these body standards are considered overweight. Body fat composition will be determined for personnel:

(1) Whose body weight exceeds the screening table weight in table 1.

(2) When the unit commander or supervisor determines that the individual's *appearance* suggests body fat is excessive.

d. Soldiers who are overweight will be counseled by health care personnel, entered into a weight control program, and flagged according to AR 600-8-2.

e. Once a commander places a soldier in the Army Weight Control Program (AWCP), that soldier must lose 3-8 pounds per month. This level of monthly weight loss must be met unless an underlying medical condition exists.

(1) Soldiers that fail to make this progress for two consecutive months are subject to separation proceedings.

(2) Commanders will initiate a mandatory bar to reenlistment and/or administrative separation against soldiers that fail to make satisfactory progress after being placed on the AWCP for *six months*.

f. If a soldier becomes overweight within 12 months of the date of removal from the AWCP and there is no underlying medical condition, that soldier's commander will initiate separation proceedings against the soldier.

g. Soldiers that become overweight after the 12th month, but within 36 months of removal from the AWCP have 90 days to meet the standard or become subject to separation proceedings.

h. Soldiers that meet body fat standards and become pregnant will be exempt from the standards for the duration of the pregnancy plus six months after termination of pregnancy. Enrollment after this period still requires the physician's approval that the soldier is fit for participation in a weight control program. Soldiers on the AWCP who become pregnant will be considered non-promotable, will not be authorized to attend professional or military schooling, and not be assigned to command positions.

3. Commander's Responsibilities.

a. Become familiar with AR 600-9.

b. Ensure every soldier is weighed when they take the APFT or at least once every six months.

c. Ensure every soldier that exceeds his or her screening table weight (AR 600-9, table 1) is taped to determine his or her body fat content. Procedures for determining body fat content are in AR 600-9, Appendix B.

d. Have medical personnel determine if there is an underlying medical reason causing the soldier's weight condition. Army Regulation 600-9 contains a sample memorandum to the Medical Department Activity (MEDDAC).

e. If no medical reason exists, enter the soldier in the AWCP. This should be done in writing. AR 600-9 contains a sample memorandum.

f. Flag soldiers entered in the AWCP according to AR 600-8-2.

g. Provide all soldiers with guidance and information on diet and exercise to control weight.

h. Maintain all required documentation in the soldier's file.

i. Conduct monthly weigh-ins for soldiers in the AWCP. Body fat content evaluations may also be done to assist in the measuring process.

j. Remove soldiers from the AWCP once they meet the body fat standards of AR 600-9. *Do not* use the screening table weight as the standard to remove soldiers from the AWCP.

k. Initiate a bar to reenlistment and/or administrative separation actions against soldiers that fail to make satisfactory progress in the AWCP after six months. *Inform the soldier in writing.*

l. Soldiers who exceed the screening table weight, but do not exceed the allowable percent body fat standards will not be subject to punitive action. Soldiers whose appearance suggests body fat is excessive should be advised of their option to seek health care personnel for a proper dietary program or the Master Fitness Trainer for assistance in establishing a physical training program.

4. Points of Contact.

- a. Battalion S-1.
- b. Battalion Physicians Assistant.
- c. Unit Master Fitness Trainer.
- d. MEDDAC.

Appendix II Whistleblower Protection

1. References.

- a. 10 U.S.C. 1034.
- b. DoD Directive 7050.6, Military WHISTLEBLOWER Protection, August 12, 1995.
- c. IGDG 7050.6, Guide to Investigating Reprisal and Improper Referrals for Mental Health Evaluations, February 6, 1996.

2. Applicability. This directive applies to:

- a. The Office of the Secretary of Defense, the military departments (including the Coast Guard when it is operating as a military service in the Navy), the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Inspector General of the Department of Defense, (IG, DoD), the Defense Agencies, and the DoD Field Activities, including nonappropriated fund activities (hereafter referred collectively as the DoD Components"). The term "military services," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.

- b. All DoD personnel.

3. General Information.

a. Protected Communication:

- (1) Any lawful communication to a Member of Congress or an IG.

- (2) A communication in which a member of the Armed Forces communicates information that the member reasonably believes evidences a violation of law or regulation, including sexual harassment or unlawful discrimination, mismanagement, a gross waste of funds or other resources, an abuse of authority, or a substantial and specific danger to public health or safety, WHEN such communication is made to anyone in 4a, below.

- b. Reprisal. Taking or threatening to take an unfavorable personnel action, or withholding or threatening to withhold a favorable personnel action, for making or preparing a protected communication.

- c. Whistleblower. A member of the armed forces who makes or prepares to make a protected communication.

4. Department of Defense Policy.

a. Members of the armed forces shall be free to make a protected communication to a Member of Congress; an IG; a member of a DoD audit, inspection, investigation, or law enforcement organization; or any other person or organization (including any person or organization in the chain of command) designated under component regulations or other established administrative procedures to receive such communications.

b. No person shall restrict a member of the armed forces from making a protected communication.

c. Members of the armed forces shall be free from reprisal for making or preparing a protected communication.

d. No person may take or threaten to take an unfavorable personnel action, or withhold or threaten to withhold a favorable personnel action, in reprisal against any member of the armed forces for making or preparing a protected communication.

e. Any violation of subsection 4d, above, by a person subject to Chapter 47 of 10 U.S.C., is punishable as a violation of Section 892 of 10 U.S.C. Any violation of subsection 4d, above, by a civilian employee is punishable under regulation governing disciplinary or adverse actions.

5. Reprisal Factors. The following factors must be considered to determine if reprisal has taken place:

a. Did the military member make or prepare a communication protected by statute?

b. Was an unfavorable personnel action taken or threatened, or was a favorable action withheld or threatened to be withheld following the protected communication?

c. Did the official(s) responsible for taking, withholding, or threatening the personnel action know about the protected communication?

d. Does the evidence establish that the personnel action would have been taken, withheld, or threatened if the protected communication had not been made?

6. Commander's Responsibilities.

a. Ensure the complainant files the complaint to the IG, DoD. The complainant may request that the local IG forward the request to IG, DoD. Complaints may be made telephonically to IG, DoD, at (800) 424-9098 or by letter addressed to:

Department of Defense Inspector General
ATTENTION: Defense Hotline
1900 Defense Pentagon
Washington, DC 20301-1900

b. Ensure the complainant understands that an investigation is not required by the IG, DoD if the complaint is made or forwarded to IG, DoD more than 60 days after the complainant became aware of the personnel action at issue.

c. Ensure complainant provides as much of the following information as possible:

(1) Complainant's full name, rank, duty title, organization, duty location, commercial or DSN telephone numbers, residence telephone number, and mailing address for receipt of correspondence from the IG, DoD.

(2) A copy of the protected communication and any reply about the matter. If a copy is unavailable, include the date of the protected communication, to whom it was made, its contents, and whether it was investigated, when and by whom.

(3) Identify the personnel action(s) taken, withheld, or threatened to be taken or withheld. Provide documentation about the personnel action or describe the type of personnel action and date such action occurred.

(4) Provide to the extent possible, the full name, rank and/or grade, duty title, organization, duty location, and commercial or DSN telephone number of the officials responsible for signing, taking, recommending, or influencing the personnel action at issue. Indicate why and how any official involved in the personnel action knew of the protected communication.

(5) List key witnesses and the information they have that will establish the personnel action at issue was in reprisal for making or preparing a protected communication; include commercial and DSN telephone numbers or other information on how to contact the witnesses.

(6) Provide any other information in support of the allegations. If possible, provide a chronology of events, including the date of the protected communication and dates of all subsequent personnel actions taken, withheld, or threatened to be taken or withheld.

7. Points of Contact.

a. Local IG.

b. Next higher level IG.

c. DoD IG

Appendix JJ

Lautenberg Amendment to Brady Gun Control Act

1. Reference. DOD Memorandum, 22 October 1997, Implementing the Lautenberg Amendment to Brady Gun Control Act

2. Department of Defense Policy

a. The Lautenberg Amendment makes it a felony for anyone convicted of a misdemeanor crime of domestic violence to possess a firearm or ammunition. It is also a felony for anyone to transfer a firearm or ammunition to such a person. There is no exception for the military at this time.

(1) A “crime of domestic violence” is a crime involving the use or attempted use of physical force or the threatened use of a deadly weapon against a spouse, child or other member or former member of the offender’s household, including current and former live-in girlfriends or boyfriends.

(2) A “conviction” includes a conviction by a civilian court or a court-martial. It does not include punishment pursuant to Article 15, UCMJ, expunged convictions or deferred adjudication (offered by Bell and Coryell Counties).

b. It is a felony for anyone (e.g., commander or armorer) to issue a weapon or ammunition to a soldier if the one issuing the weapon or ammunition *knows or has reasonable cause to believe* that the soldier has such a conviction.

c. Any commander who knows or suspects that a soldier has been convicted of a misdemeanor crime of domestic violence should contact his or her legal advisor.

3. Points of Contact.

a. III Corps SJA.

b. 1CD SJA.

c. 4ID SJA.

Appendix KK

Commander's Actions for Anthrax Vaccination Refusal

1. Reference. AR 600-20, Command Policy.

2. Department of the Army Policy.

a. Message Change. A recent message change to AR 600-20 outlines DA policy concerning involuntary vaccination of soldiers and steps commanders should take if soldiers refuse a required vaccination, such as the anthrax vaccination. Soldiers may be involuntarily immunized only if the General Courts-Martial Convening Authority (GCMCA) or his delegated representative determines that conditions of imminent threat exist. Imminent threat refers to the threat of naturally occurring disease or the reasonable possibility of use of biological weapons. Only the GCMCA or his delegated representative may order involuntary immunization. Only the minimum amount of force necessary to assist medical personnel in administering the vaccination will be used.

b. Commander's Actions Upon Soldier's Refusal. Commanders will take the following steps for soldiers who decline a required vaccination, such as the anthrax vaccination. These steps are also required before involuntary immunization may be accomplished in cases of imminent threat as determined by the GCMCA:

(1) Ensure that the soldier understands the purpose of the vaccine.

(2) Ensure that the soldier has been advised of the possibility that the disease may be naturally present in a possible area of operation or may be used as a biological weapon against the United States and its allies.

(3) Ensure that the service member is educated about the vaccine and has been able to discuss any objections with medical authorities.

(4) Counsel the soldier, in writing, that he or she is legally required to be immunized; that if the soldier continues to refuse to be immunized that they will be legally ordered to do so, and that failure to obey the order may result in UCMJ and/or administrative action for failure to obey a lawful order as deemed appropriate by the commander.

(5) Order the soldier to receive the immunization.

(6) If during the above described process, the soldier elects to be immunized, commanders should not normally take adverse action based upon the soldier's initial refusal.

3. Point of Contact. III Corps SJA.

Appendix LL

DA Fraternization and Senior-Subordinate Relationship Policy

1. References.

- a. AR 600-20, Army Command Policy.
- b. AR 600-35, Personnel-Relationships between Soldiers of Different Rank.
- c. Manual for Courts-Martial (MCM), 1998 Edition.

2. Department of the Army Policy. The term “officer” applies to both commissioned and warrant officers. The policy applies to (1) relationships regardless of branch of service of personnel involved; (2) Guard and Reserve Personnel (Reserve Component); and different-gender relationships and same-gender relationships.

a. Relationships between soldiers of different rank are prohibited if they:

(1) Compromise, or appear to compromise, the integrity of supervisory authority or the chain of command.

(2) Cause actual or perceived partiality or unfairness.

(3) Involve, or appear to involve, the improper use of rank or position for personal gain.

(4) Are, or are perceived to be, exploitative or coercive in nature.

(5) Create an actual or clearly predictable adverse impact on discipline, authority, morale, or the ability of the command to accomplish its mission.

b. Prohibited relationships between Officers and Enlisted Personnel include:

(1) Business relationships between officers and enlisted personnel, such as:

(2) Borrowing or lending money;

(3) Commercial solicitation;

(4) Gambling.

c. The term “business relationship” does not include:

(1) Landlord-tenant;

(2) One-time transactions such as sale of home or car.

(3) Relationships that exist due to civilian occupation or employment (Reserve Component only).

d. Officer and enlisted dating, shared living accommodations (other than those directed by operational requirement), and intimate or sexual relationships between officers and enlisted personnel. This prohibition does not apply to:

(1) Marriages that predate the effective date of the DA policy or were entered into prior to 1 March 2000.

(2) Situations in which a permitted relationship becomes non-compliant due to a change in status of one of the members (i.e., a case where two enlisted members are married and one is subsequently commissioned or selected as a warrant officer).

(3) Personal relationships outside of marriage between members of the National Guard or Army Reserve, when the relationship primarily exists due to civilian acquaintanceships, unless the individuals are on active duty (other than annual training) or Full-time National Guard duty (other than annual training).

(4) Personal relationships outside of marriage between members of the Regular Army and members of the National Guard or Army Reserve when the relationships primarily exist due to civilian association and the Reserve component members are not on active duty (other than annual training).

3. Policy Allowances. Policy permits contact in community organizations, church activities, sports, family gatherings, and unit social functions.

4. Termination Of Relationships. Although the senior person is in the best position to terminate or limit the relationship, the senior and subordinate may be held accountable for violating this policy.

5. Punishment. This policy is punitive. Command response to improper relationships may include counseling, reprimand, order to cease, reassignment, or adverse action. Potential adverse action may include court-martial (Article 92, UCMJ), separation, non-judicial punishment, official reprimand, adverse evaluation report(s), bar to reenlistment, promotion denial, and demotion.

6. Other Prohibited Relationships. Other prohibited relationships are as follows: Trainee and soldier relationships; No non-duty relationships between assigned or attached recruiting command personnel (regardless of unit of assignment) and potential prospects, applicants, members of the Delayed Entry Program (DEP), or members of the Delayed Training Program (DTP).

7. Points of Contact. III Corps SJA.

Appendix MM

III Corps Commander's Policy on Unit Coins

1. References.

- a. AR 600-8-22, Chapter 11, Military Awards.
- b. AR 672-20, Incentive Awards.
- c. FORSCOM Policy Memorandum CG-99-22, Commander's Coin Medallion Awards Program, dated 1 December 1999.

2. III Corps Policy. Unit coins provide commanders with an effective means to recognize command personnel-military and civilian-for exceptional service and achievement. Uniquely personal in its presentation, and tied to the pride and history reflected in a unit's crest, the unit coin significantly contributes to the esprit, pride, morale, and cohesion of an organization.

3. Guidance. The following guidance applies to unit coins purchased with appropriated funds:

a. Delegation of Authority.

(1) Purchase. The authority to purchase distinctive unit coins is delegated to general officers in command (including the Deputy Corps Commander and Assistant Division Commanders), brigade and battalion-level commanders, garrison commanders, and command sergeants major (CSMs) of units commanded by general officers. This authority may not be further delegated. Members of military staffs, including chiefs of staff, are not authorized to purchase and present distinctive coins reflecting their offices. Commanders will ensure that distinctive unit coins adhere to regulatory guidance.

(2) Presentation. The authority to award distinctive unit coins is delegated to those commanders and command sergeants major authorized to expend appropriated funds for the purchase of such coins and to brigade and battalion command sergeants major. In individual cases, the commanders and command sergeants major may authorize subordinate commanders or sergeants major to make presentations of coins on their behalf.

b. Basis of Award of Unit Coins. Coins may be presented only for those unique achievements that further the efficiency and effectiveness of the Army's mission. Although an extremely well-performed duty may justify the award of a coin, ordinarily commanders will avoid awarding unit coins for the performance of routine duties.

c. Permissible Recipients of Unit Coins.

(1) Only soldiers or appropriated-fund civilian employees may be the recipients of unit coins purchased with appropriated funds. Under no circumstance shall such coins be given to nonfederal employees, including local businesses, dignitaries, or visitors. Requests to fund gifts for visitors shall be directed to the III Corps Secretary of General Staff for consideration of the use of Official Representation Funds. Nothing in his policy precludes the Garrison Commander or DCA from using non-appropriated funds (NAF) for the purchase of similar awards for NAF employees.

(2) Commanders and CSMs will not present coins purchased with appropriated funds to their peers or superiors.

(3) Commanders and CSMs will not present coins as a contribution to a personal coin collection.

d. Coin Design.

(1) Unit coins will not be "personalized" to restrict their use to any particular individual commander or command sergeant major. For example, a coin may bear an inscription identifying it as the III Corps CSM's coin, but it should not include the CSM's name. Unused coins should be passed on to successors in command or successor CSMs.

(2) Coins will bear the unit crest and a distinctive inscription that makes the purpose self-evident, such as "For Excellence" or "In Recognition of Outstanding Performance." Coins purchased before 1 December 1999 that do not bear the appropriate inscription may continue to be awarded until supplies are exhausted. Commanders will ensure, however, that once existing supplies are exhausted, replacement coins will bear the appropriate inscription.

(3) With the approval of the first general officer in the chain of command, units may expend appropriated funds not subject to the limits in paragraph 5.e. below to pay the costs of changing the design for their unit coins to bring them in conformance with this policy. Thereafter, changes in coin designs that increase the price of coins are subject to the overall dollar limits noted in paragraph 5.3. below.

e. Limitations on the Use of Appropriated Funds. Units must adhere to the following limits in using appropriated funds to purchase unit coins per fiscal year:

(1) Formula. Total authorized expenditures per fiscal year for coin purchases for each command shall not exceed the amount determined by the following formula:

(a) Battalion Commands = Authorized strength X .25 X \$5.00. Battalion commanders may purchase an additional 50 coins per fiscal year to be used for awards to appropriate recipients who are not members of their commands.

(b) Brigade Commands = Authorized strength X .15 X \$5.00. Brigade commanders may purchase an additional 100 coins per fiscal year to be used for awards to appropriate recipients who are not members of their commands.

(c) Commanding Generals = Authorized strength X .10 X \$5.00. Commanding Generals may purchase an additional 200 coins per fiscal year to be used for awards to appropriate recipients who are not members of their commands.

(1) Deputy Commanding Generals or ADCs and CSMs are encouraged to use unit coins rather than minting their own coins.

(2) No additional funds may be expended due to minting/re-minting/purchasing of DCG/ADC or CSM coins.

(3) Definition. Authorized strength includes military personnel and civilian employees paid from appropriated funds.

(4) IMPAC Cards. Unit coins may be purchased using the IMPAC cards, provided commanders maintain accountability of coin expenditures. To the extent possible, however, commanders are encouraged to pool their purchases with other units (through Contracting Command if necessary) to take maximum advantage of discounts offered for larger purchases.

4. Points of Contact

- a. III Corps SJA.
- b. Resource Management.

Appendix NN Tattoos

1. References.

- a. AR 670-1, Wear and Appearance of Army Uniforms and Insignia.
- b. DA Message 310609Z Dec 98, Administrative Guidance to Army Tattoo Policy IAW AR 670-1.
- c. DA Message 051606Z Jun 98, Wear and Appearance of Army Uniforms and Insignia, AR 670-1.

2. Department of the Army Policy.

- a. "Tattoos or brands on the face, neck, or head are prohibited. Tattoos on other areas of the body that are prejudicial to good order and discipline are prohibited. Additionally, any type of tattoo or brand visible while wearing a Class A uniform and detracts from a soldierly appearance is prohibited.
- b. Tattoos or brands that show an allegiance to extremist organizations are in violation of policy (DA Message , 31 Dec 98).
- c. Tattoos that are indecent (i.e., grossly offensive, vulgar, filthy, incite lustful thoughts, corrupt morals, or incite libidinous thoughts are in violation of policy (DA Message, 31 Dec 98).
- d. Unreasonably large or excessive in number i.e., a series of tattoos that cover the majority of one or more limbs are in violation of policy (DA Message, 31 Dec 98).

3. General Information.

- a. If the tattoo is on the face, neck, or head it is prohibited.
- b. If the tattoo is visible in the Class A uniform, it is prohibited if the commander determines it takes away from a soldierly appearance.
- c. If the tattoo is not visible in the Class A uniform, it is prohibited only if the commander determines it is prejudicial to good order and discipline. Tattoos which are extremist, racist, or which another soldier would reasonably find to be grossly indecent and offensive to modesty, decency or propriety, i.e., sexist. Whether a tattoo detracts from good order and discipline is inherently a command decision.

4. Commander's Responsibilities. If a prohibited tattoo is found, the commander should counsel the soldier on the Army tattoo policy. Explain that violating Army policy could result in adverse administrative action and/or separation. If the tattoo is racist, sexist, or extremist, explain that such tattoos are contrary to Army policy. Ask the soldier if they are willing to have it removed. Get with the local medical treatment facility to determine if the soldier can get it removed at government expense. If the soldier will not have it removed, the commander should consider the appropriate administrative action.

5. Point of Contact. SJA

Appendix OO

Travel Card

1. References.

- a. DOD Financial Management Regulation, Volume 9, Chapter 3, April 2000.
- b. Agreement Between DOD employee and Nations Bank of Delaware, N.A.

2. Department of the Army Policy. All DOD personnel shall be required to use the government-sponsored, contractor-issued travel charge card for all expenses arising from official government travel, unless otherwise exempted. Although a traveler may be required to use the travel card, failure to use the travel card shall not be a basis for refusing to reimburse the traveler for otherwise appropriated charges. Such failure may, however, subject the traveler to appropriate administrative or disciplinary action.

3. General Information.

- a. Types of accounts. Accounts are either restricted or standard accounts. Restricted accounts are accounts with a credit limit of \$1250 or less (can be increased in certain situations). Standard accounts have a credit limit of \$5000.
- b. Soldiers cannot be denied a travel card because of "bad credit", however a soldier can be denied because of a history of non-payment or a history of using the card of unauthorized purchases.
- c. If payment becomes more than 220 days delinquent, the bank forwards the account to a collection agency and will post the delinquency against the soldier's credit report.
- d. If a soldier must go TDY and cannot get a travel card (for the reasons listed above) the unit requesting TDY orders should also request an advance TDY payment (see PAC for details).
- e. Director of Resource Management (Operations Support Division) monitors accounts and processes applications for the installation. OSD runs monthly reports so that commanders can monitor their soldiers travel card use/payment. This report is run on the 20th day of each month. The report breaks down the monthly activity and the delinquency rate by name and account number. The delinquency report annotates 30, 60, 90, and 120-day delinquencies with dollar amount. Activity Reports displays the actual activity from the 1st through 11th day of each month. Reports are finalized and can be picked up by designated unit representatives on the 20th of each month.

4. Commander's Responsibilities.

- a. Educate soldiers on the proper use of the travel card.
- b. Monitor travel card use and ensure soldiers pay amount due timely.

5. Points of Contact.

- a. Resource Management.
- b. PSNCO.

Section III

Reference Guide

1. The following is a listing of U.S. Codes, DOD Directives, Army Regulations, DA Pamphlets, Field Manuals, and other miscellaneous publications that should be useful to a commander.
2. The list is alphabetized by subject. Some of the Army Regulations are published in the "UPDATE" format and are indicated by the use of a series of letters in parenthesis following the reference name or number. The handbooks are labeled as follows:

ARPH	MWRH
All Ranks Personnel Handbook	Morale, Welfare, and Recreation Handbook
EH	ORPH
Evaluations Handbook	Officer Ranks Personnel Handbook
ERPH	PSH
Enlisted Ranks Personnel Handbook	Physical Security Handbook
FH	RCPH
Finance Handbook	Reserve Component Personnel Handbook
MCM	USH
Manual for Courts Martial	Unit Supply Handbook
MMH	
Maintenance Management Handbook	

Absentee and Deserter Apprehension Program	AR 190-9
Academic Evaluation Report	AR 623-1
Access to Off-Post Businesses	AR 190-24
Accident Investigation-Aircraft/Medical.....	AR 40-21
Accident Prevention	AR 385-95
Accident Reporting and Records	AR 385-40
Accrual of Pay During Confinement	DoD 7000.14-R, Vol 1
ACS-Basic	AR 608-1
Administrative Absence	AR 600-8-10(ARPH)
Administrative Hold (Extension of Tour)	AR 614-30(ARPH)
Administrative Reduction	AR 600-200(ERPH)
Administrative Use Vehicle	AR 58-1
Admonition and Reprimand	AR 27-10
Admonition and Reprimand	AR 600-20
Admonition and Reprimand	AR 600-37
Admonition and Reprimand	FM 27-1
Admonition and Reprimand	MCM
AER	AR 930-4

AIDS-Handling	AR 600-110
Aircraft Accident Investigations	AR 95-30
Alcohol, Drug Abuse (ADAPCP).....	AR 600-85
Alcoholic Beverages	AR 215-1(MWRH)
Ammo-Management	DA PAM 700-16
Ammo-Physical Security	AR 190-11
Anti-Deficiency Act	AR 37-1
APFT	AR 350-41
Appointment of Commissioned and Warrant Officers	AR 135-100(RCPH)
Apprehension and Confinement-Military Sentences	AR 633-30
Apprehension, Restraints and Release to Civ Auth	AR 190-9
Appropriated Funds-Management	AR 37-7
Armed Forces Disciplinary Control Board	AR 190-24
Article 15, UCMJ.....	AR 27-10
Article 32, UCMJ-Procedures	DA PAM 27-17
Article 5-Tribunals	AR 15-6
Article 5-Tribunals	FM 27-10
Assignment of Enlisted Personnel to USAEREC.....	AR 601-1(RCPH)
Assignment/Transfers (Officers)	AR 614-100(ORPH)
Assumption of Command	AR 600-20
Attachments-Orders	AR 600-8-105
Audit-DA.....	AR 36-5
Authority Lines	AR 25-50
Authorization for Public Person to Sell On Post	DOD 5500.7-R
Automation Security	AR 380-19
Aviation	AR 95-1
Awards	AR 600-8-22
AWOL	AR 630-10
AWOL-Desertion	AR 190-9
AWOL-Desertion	AR 630-10
AWOL-PROPERTY	AR 700-84
Bar to Installation.....	AR 210-10
Bar to Reenlistment	AR 601-280
Bar to Reenlistment	DA PAM 27-1
Bar to Reenlistment	FM 27-1
Bar to Reenlistment-QMP	AR 600-200
Benefits	DA GTA 21-2-11
Billeting Operations	AR 210.50
Black Marketing	AR 190-41
Board for Correction of Military Records	10 USC 1552
Board for Correction of Military Records	AR 15-185
Branch Transfer (Officer)	AR 614-100
Casualty Assistance.....	AR 600- 8-1
Casualty Assistance Handbook	DA PAM 600-8-1
Change of name, SSN, etc.....	AR 600-8-104
Chaplain Activities	AR 165-1

Check Cashing Policies and Procedures	AR 210-60
Child Abuse	AR 608-1
Child Development Services	AR 608-10
Civil Court-Witnesses	AR 27-40
Civil Disturbances	AR 500-50
Civilian Personnel	AR 690 SERIES
Claims	AR 27-20
Claims	DA PAM 27-162
Class VI Privileges Withdrawn	AR 210-10
Classified Documents-Storage	AR 380-5
Clemency and Parole Board	AR 15-130
Clinical Investigation Program	AR 40-38
Clothing Issue, Sale, and Inventory	
Club Activities MWR	AR 215-1
Code of Conduct-Training (Escape and Survival)	AR 350-30
Command Information, PAO	AR 360-81
Command Policy and Procedures	AR 600-20
Command Sponsorship	AR 55-46
Commanders Inquiry Rule 303	MCM
Commercial Solicitation on Post	AR 210-7
Community Relations	AR 360-61
Community Relations	AR 608-1
Community Relations-Funds	AR 37-47
Community Service	AR 608-1
Compassionate Reassignment (Enlisted)	AR 614-200(ERPH)
Compassionate Reassignment (Officer)	AR 614-100(ORPH)
Complaint Against Commander (Art 138, UCMJ)	AR 27-10
Confinement Facilities	AR 190-47
Confinement-Computation	AR 633-30
Congressional Inquiries	AR 1-20
Conscientious Objection	AR 600-43
Continuing Education System	AR 621-5
Contributions	AR 600-29
Contributions -Nafis MWR	AR 215-1
Convalescent Leave	AR 600-8-10(ARPH)
Correctional Custody	AR 190-47
Correctional System	AR 190-47
Correctional System/Confinement	AR 190-47
Correspondence	AR 25-50
Correspondence Courses	DA PAM 351-20
Counsel In Civil Court	AR 27-40
Counseling	AR 635 -200(ERPH)
Criminal Investigation Activities	AR 195-2
CSM-Relief	AR 614-200(ERPH)
CSM-Relief	AR 623-205(ERPH)
CSM-Retirement	AR 635-200(ERPH)

CURTAILMENT of TOU	AR 614-30(ARPH)
Custody, Correctional	AR 190-47
Customs-General Provisions	AR 190-41
Debts	AR 600-15
Debts-Remission Deceased Persons	
Delegation	AR 210-10
Delegation	AR 25-50
Deserter Apprehension Program	AR 190-9
Dictionary of United States Army Terms	AR 310-25
Dining Facility.....	AR 30-1
Discharge (Admin) (Enlisted)	AR 600-200(ERPH)
Discharge (Admin) (Enlisted)	AR 635-200(ERPH)
Discharge (Admin) (Officer)	AR 600-8-24
Discharge Review Board	AR 15-180
Disturbances, Civil	AR 500-50
Door To Door-Permit To Sell On Post	DOD 5500.7-R
Drivers, Military Vehicle Selection	AR 600-55
Driving	AR 210-10
Driving Privileges-Revocation	AR 190-5
Dropped from Rolls (DFR)	AR 630-10(ARPH)
Dual Component Personnel Mgt Program	AR 600-39
Duty Roster	AR 220-45
Early Return of Family Members	AR 55-46
Emergency Leave	AR 600-8-10(ARPH)
Emergency Relief	AR 930-4
Employment and Use of USAR Military Technician	AR 140-315
Employment, Off Duty	DOD 5500.7-R
Energy Program	AR 11-27
Enlisted Personnel-Bars to Reenlistment	AR 601-280(ERPH)
Enlisted Personnel-Enlistment	AR 601-210
Enlisted Personnel-Management	AR 600-200(ERPH)
Enlisted Personnel-Reenlistment	AR 601-280(ERPH)
Enlisted Personnel-Separation	AR 635-200(ERPH)
Enlisted Personnel-Training and Assignments	AR 614-200(ERPH)
Entertainment (.012 Funds)	AR 37-47
Entitlement-Forfeiture of Pay	10 USC 802
Entitlement-Hospital	10 USC 3721
Entitlement-Hospital	10 USC 3722
Entitlement-NLOD	10 USC 1207
Entitlement-Retirement Credit	10 USC 1204
Entitlement-Time Lost	10 USC 972
Environmental Effects of Army Actions	AR 200-2
Environmental Law	AR 200-1
Equal Employment Opportunity and Affirmative Action	AR 690-12
Evaluation Reports-Academic	AR 623-1
Evaluation Reports-Enlisted	AR 623-205(ERPH)

Evaluation Reports-Officer	AR 623-105(ORRH)
Evidence Procedures	AR 195-5
Exceptional Family Member Program	AR 608-75
Excess Leave-CONUS	AR 600-8-10(ARPH)
Excess Leave-OCNUS	AR 614-30(ARPH)
Exchange Privileges Withdrawal	AR 60-20
Exchange Service Policy	AR 60-10
Exchange/Reassignment	AR 614-200
Expedition Discharge	AR 635-200
Extension of Service Members on Active Duty	AR 635-200
Extension/Reenlistment	AR 601-280
Extradition	AR 190-9
Family Advocacy	AR 608-1
Family Advocacy Program	AR 608-18
Family Care Plan-Policies	AR 600-20
Family Child Care	AR 608-10
Family Housing	AR 210-50
Family Member Support, Child Custody, Paternity	AR 608-99
Family Member Travel	AR 55-46
Finance-Installation Activities	DFAS-IN REGULATION 37-1
Finance-Travel and Transportation	DFAS-IN REGULATION 37-1
Financial-Administration	AR 37-100
Financial-Institutions-Obtain Information	AR 190-6
Fire Protection	AR 420-90
Flags	AR 600-8-2
Flight Evaluation Boards	AR 600-105
FOIA	AR 25-55
Food Service Program	AR 30-1
Foreign Service Tour Extension	AR 614-30
Foul and Abusive Language (Sexual Harassment)	AR 600-20
Fraternization	AR 600-20
Fraudulent Entry	AR 635-200
Fund Raising	AR 600-29
Furniture and Equipment	AR 710-2
Furniture (Housing)	AR 210-50
Gambling	DOD 5500.7-R
Gifts	DOD 5500.7-R
Gifts and Donations	AR 608-8-1
Gifts for Distribution to Individuals	AR 1-101
Health Promotion	AR 600-63
HIV-Handling	AR 600-110
Hometown News Release Program	AR 360-5
Household Goods	AR 55-71
Housing - Solicitation	AR 210-7
Housing-Family	AR 210-50
Housing-Furniture	AR 210-50

Housing-Referral	AR 210-50
ID Cards and Privileges	AR 600-8-14
Indebtedness	AR 600-15
Indebtedness-Cancellation	AR 37-104-4(FH)
Inspection Policy	AR 1-201
Inspector General Activities and Procedures	AR 20-1
Instructions--Benefits of Honorable Discharge	AR 350-21
Insurance	AR 215-1
Insurance-Solicitation	AR 210-7
Internal Control Systems	AR 11- 2
Investigation, Cdr's Inquiry	RULE 303, MCM
Investigations	AR 15-6
Joint Domicile (Enlisted)	AR 614 -200(ERPH)
Joint Domicile (Officers)	AR 614-100(ORPH)
Judge Advocate Legal Service	AR 27-1
Jumps-Pay and Allowance Procedures	AR 37-104-4(FH)
Jumps-RC	AR 37-104-10
Jurisdiction	DA PAM 27-173
Law Enforcement Operations Off-Post	AR 190-24
Leadership	AR 600-100
Leave and Pass Policies	AR 600-8-10(ARPH)
Legal Assistance	AR 27-3
Letters of Reprimand	AR 600-37
Letters of Reprimand-Removal/Promotion List	AR 600-8-29(ORPH)
Line of Duty Investigations	AR 600-8-1
Logistics Readiness and Sustainability	AR 700-138
Loss-Property Report of Survey	AR 735-5(USH)
Magistrates	AR 190-29
Mail	AR 25-51
Malfunctioning Involving Ammo and Explosives	AR 75-1
Meal Card	AR 600-38
Medical Boards-Composition	AR 40-1
Medical Fitness (Standards)	AR 40-501
Medical-Facilities and Activities	AR 40-4
Medical-Patients and Records	AR 40-2
Military Convoy Operations In CONUS	AR 55-29
Military Justice	AR 27-10
Mobilization of Retired Members	AR 601-10
Morale Support	MWR HANDBOOK
Mortgage Insurance For Soldiers	AR 608-8
MOS	AR 600-200(ERPH)
MOS-Classification/Standards	AR 611-201
MOS-Reclassification	AR 600-200(ERPH)
MOTOR Pool Opns Users Guide	DA PAM 750-35(MMH)
MOTOR Vehicle Traffic Supervision	AR 190-5
MOTOR Vehicles	AR 58-1

Motor Vehicles-Safety Inspection	AR 385-55
MP Investigations	AR 190-30
MP, Use of Force	AR 190-14
NCO Development Program	AR 350-17
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Glossary

Section I. Abbreviations

AA&E

Arms, Ammunition and Explosives

ACAP

Army Career and Alumni Program

ACS

Army Community Service

ADL

Active Duty List

ADSW

Active Duty for Special Work

ADT

Active Duty for Training

AG

Adjutant General

AGR

Active Guard Reserves

APFT

Army Physical Fitness Test

AR

Army Regulation

ARCOM

United States Army Reserve Command

ARNG

Army National Guard

ARPH

All Ranks Personnel Handbook

AT

Annual Training

AWCP

Army Weight Control Program

BAH

Basic Allowance for Housing

BAS

Basic Allowance for Subsistence

BOSS

Better Opportunities for Single Soldiers

CDR

Commander

CFSC

Community Family Support Center

CG

Commanding General

CINCUSAREUR

Commander in Charge United States Army Europe

CONUSA

Continental United States Army

COT

Consecutive Overseas Tour

CR

Cardio respiratory

CVSP

Cardiovascular Screening Process

DCA

Director Community Activities

DOD

Department of Defense

DODFMR

Department of Defense Financial Management Regulation

DPW

Director Public Works

EDRE

Emergency Deployment Readiness Exercise

EH

Evaluations Handbook

EOA

Equal Opportunity Advisor

EOR

Equal Opportunity Representative

ERPH

Enlisted Ranks Personnel Handbook

EUSA

Eighth United States Army

FACMT

Family Advocacy Case Management Team

FAM

Federal Personnel Manual

FAP

Family Advocacy Program

FCP

Family Care Plan

FH

Finance Handbook

FORSCOM

United States Army Forces Command

FY

Fiscal Year

GFOQ

General/Flag Officer's Quarters

GOCOM

General Officer Command

GSA

General Services Administration

HCP

Health Care Provider

HIV

Human Immunodeficiency Virus

HOR

Home of Record

HQDA DCSPER

Headquarters Department of Army Deputy Chief of Staff for Personnel

ICQ

Installation Commander's Quarters

IDT

Inactive Duty for Training

IG

Inspector General

IMA

Individual Mobilization Augmentee

JER

Joint Ethics Regulation

JFTR

Joint Federal Travel Regulation

LES

Leave and Earning Statement

M&R

Maintenance and Repair

MACOM

Major Army Command

MC

Member of Congress

MCM

Manual for Courts Martial

MEDDAC

Medical Department Activity

METL

Mission Essential Task List

MHCP

Mental Health Care Provider

MHE

Mental Health Evaluation

MILPO

Military Personnel Office

MMH

Maintenance Management Handbook

MMRB

MOS/Medical Retention Board

MOS

Military Occupational Specialty

MWRH

Morale, Welfare, and Recreation Handbook

NCO

Noncommissioned Officer

NCOER

Noncommissioned Officer Evaluation Report

NCOES

Noncommissioned Officer Education System

NCOIC

Noncommissioned Officer In Charge

NDAA

National Defense Authorization Act

NTV

Nontactical Vehicle

NVD

Night Vision Device

O&M

Operation and Maintenance

OER

Officer Evaluation Report

OMPF

Official Military Personnel File

OQ

Officer Quarters

ORPH

Officer Ranks Personnel Handbook

PA

Physician Assistant

PCS

Permanent Change of Station

PERSCOM

Total Army Personnel Command

PMOS

Primary Military Occupational Specialty

POI

Policy of Instruction

PPBD

Physical Profile Board

PSB

Personnel Service Battalion

PSH

Physical Security Handbook

PSNCO

Personnel Service Noncommissioned Officer

QMP

Quality Management Program

QTB

Quarterly Training Brief

R&U

Repair and Upgrade

RCPH

Reserve Component Personnel Handbook

RMA

Readiness Management Assemblies

RST

Rescheduled Training

RTU

Reserve Training Units

SATB

Semiannual Training Brief

SEQ

Senior Enlisted Quarters

SIDPERS

Standard Installation Division Personnel System

SME

Subject Matter Expert

SOQ

Senior Officer Quarters

SRP

Soldier Readiness Packet

TDY

Temporary Duty

TPU

Troop Program Units

UCMJ

Uniform Code of Military Justice

USARJ

United States Army, Japan

USH

Unit Supply Handbook

UTA

Unit Training Assemblies

WESTCOM

Western Command